



INTERAGENCY COMMISSION ON HOMELESSNESS

Meeting Summary Transcription | Complete Narrative

Monday, July 30, 2018

Rockville Memorial Library, 21 Maryland Avenue, Rockville 20850

Members (Present or Represented)

Ahluwalia, Uma
Brice, Jonathan
Chapman, Sheryl
Chesney, Amanda
George, Melissa (rep R. Green-DOCR)
Goldman, Jeff
Harris, Amanda
Horton-Newell, Amy
Kauffman, Louise
Leventhal, Councilmember George
Miller Eneshal
Rock, Shane
Roynestad, Brian
Schuchman, Abe
Seidel, Stan
Sinclair-Smith, Susan
Snuggs, Clarence
Tracey, Brian
Zucker, Senator Craig

Members (Excused)

Crowel, Raymond
Newton, Bridget

Members (Absent)

Thames, Jeffrey
Wilds, Moses

Guests

Afework, Endrias
Ashford, Williams, Jamine
Ezrin, Debbie
Flowers, Nichole
Fox, Jullian
Grinnell, Jennifer
Heyman, Noelle
Hong, Christine
Kempfer, Andrea
Krakaur, Haifa
London, Sharan
Rinker, Roberta
Schiller, Jen
Stone, Mike
Wellington, Janice

Staff

Adhanom, Rozina
Anderson, Denise
Ball, Kim
Black, Sara
Huggins, Gloria
Soni, Nili

Welcome | Introductions – Amy Horton-Newell

Amy: There is a change in the agenda and we will be discussing the ICH structure first.

Amanda: I just wanted to set the stage and remind us all why we are having this discussions around the ICH structure, function and purpose. I have been in this position for two years. After talking to many of you and getting feedback about this commission and the role, we want to increase participation from the commission not just attendance but to meaningful participation. What is the ultimate purpose of being on the ICH? We want to bring some expertise to the table by increasing participation. Another thing that became evident is that there seems to be a lack of clarity as to decision making. Who makes what decision and when? What is the relationship between the ICH the governing body the committees and the whole CoC. In general, this is an opportunity for to evaluate and strengthen the infrastructure and leadership. We have huge goals and we have accomplished a lot. We are very close to ending chronic homelessness. To date we have 9 people on our list and we have housed 386. We have more work to do and we really want to make sure we are engaging our partners.

Amy: We want to make sure everyone is aware of the timelines.

Activity	Timeline
ICH Strategic Planning Meeting discussed the structure and function of ICH all ICH invited	May
ICH Member Survey the responses synthesized and the recommendations will be giving in presentation today.	July
Presentation and discussion of proposed changes	July 30 th

Next Steps	
ICH ad hoc meeting to approve restructuring changes	August 3rd
Review of draft revisions to statutory language and CoC Governance Charter	August 20-24th
Statutory changes proposed to County Council	September
Governance Charter changes approved by CoC voting members	October-December
Implementation of restructuring	October - December

Jillian Fox from CSH: I will just walk through the proposed recommendations. Not all of the recommendations require structural changes but are more implementation to line up with how HUD is structured to improve the ICH in its role to prevent and end homelessness. Through the survey, the strategic planning notes, the document review discussion, there were some major things that emerged. There needs to be some clarity as to how the three entities work together. We will talk about that today. There is a real desire to increase participation, attendance and involvement and to improve how we are communicating with one another. What relationships are we bringing to the table in leverage and general alignment of the goals so that all commissioners are working toward the same vision and shared goals. Then there is this real Montgomery County characteristic of wanting to balance action ensuring that we are doing something and not just talking about something all the time with a robust community engagement process. That is always a balance whether structure hinders or helps.

So, what I am going to walk through today is structural changes. How do pieces fit together? What is the governance charter? What does the statute say and how is it organized? As well as present recommendations for implementation. These are softer qualities.

Broken down into the following categories:

1. ICH Purpose and Role
2. Membership-CoC as a whole
3. Committees
4. Meeting Structure
5. Decision-making

Susie Sinclair-Smith: Does the purpose and role include what has been discussed in this room verses decisions that have already been made? What type of things that need to be brought to the ICH so we can engage all the everybody from the different entities in the county?

Jill: We will touch on that in a few different places and if we don't please bring it up. This is an discussion so please ask questions or make comments. There are minutes being taken and we will gather all this together and make sure this gets incorporated in the next round. Any other comments of questions.

Survey Results:

- 65% response rate
- Unclear about roles of ICH vs CoC vs Committees vs DHHS
- Purpose of ICH is clear, but roles and responsibilities not so much

Most people feel like the purpose of ICH is pretty clear. You all know the overarching purpose is clear but the roles and responsibilities on how that mission gets operationalized is unclear. Does that feel right?

George: I do have to comment that we are now engaged in a mechanism that I have found among the most frustrating part of serving on Boards and Commissions and that is PowerPoint presentations. I appreciate we are getting the results of the survey and it is important that we get the results of the survey. However, the nature of a PowerPoint presentation is damaging to group conversation. I have to make that observation and that is one of my most frequent observations. Another thing about a PowerPoint presentation, is that you are not sure when to ask questions because you are told that we will get to that in 17 more slides.

George: What is the difference between the ICH and the CoC?

Jill: If you wait 2 slides, just kidding. An analogy to define the roles is:

HUD Requirements	Montgomery County	Analogy
CoC	Non-profit Homeless Providers DHHS All local entities providing services to the homeless	The Public
CoC Governing Board	ICH-Primary Decision making entity	Congress
Collaborative Applicant CoC Lead Agency HMIS Lead	DHHS-Legal and eligible entity to apply on community behalf for federal homeless assistance DHHS-Doing the work to support the decision making of the ICH process that is outlined by the Governance Charter	Congressional Staffers
Governance Charter	Outlines how the CoC carries out its responsibilities	Constitution

Jill: Does this analogy help to bring clarity and answer any questions?

George: I do not agree. May I make a comment mid slide?

Jill: Yes, of course.

Amy: The list on the left are required by HUD and the analogy is to help us understand how it works.

George: I follow and appreciate the analogy but I do not agree with the analogy. In fact in Montgomery County, DHHS is empowered to carry out the programs of government and are it is answerable to the CoC Board. I appreciate the first two points that the CoC is a continuum, an entire enterprises which consists of all entities providing services to the homeless. I appreciate that we (the ICH) is the CoC board. That is clear. I understand that the left-hand column has to be satisfied to get funding from HUD. But, in fact, congressional staffers work at the direction of congress and DHHS absolutely does not work under the direction of the board. Whether it should or not, is another conversation.

Jill: I think that I want to make a distinction that this governs some parts of DHHS not all of it.

Brian: Whether we agree on what is on the right or not, we should focus on what is on the left. Let's not spend time talking about the quality of the analogy.

Uma: I am the director of the department and report to the Executive and am answerable to the County Council, the legislative body. That part is absolutely accurate. I think for the purposes of what our submission as the CoC Lead Agency and the grant that we receive, we are actually governed by the requirements of HUD. We are actually responsive to those requirements. On that front, since the CoC is what underwrites the application and since the ICH is the governing body to the CoC, we have several federal masters depending on the fund source who tells us what to do and we are compliant. To the degree that we have to be compliant with our CoC application as the Lead agency. We bear the responsibility for this narrow focus ultimately we are accountable to the Executive and the Council. We since caveats a week ago.

George: I am not worried about whether we are in compliant to HUD rules because I think there is a wide range of complaints in different communities are probably farer away than we are which is typical with Montgomery County. My impression has been that the department has to function from day to day and it is making decisions based on resources and the availability of staff and what seems feasible and then this body is informed after the fact. That has been the pattern that I have observed. So the Department says we are doing this; we are doing that; here is how things are going to work. Then there is a PowerPoint Presentation letting us know what has been decided and how it is going to work and then the meeting is over and then we go home. That is different than saying the department is answerable to the CoC board. I am not saying that the department necessarily has to be answerable to the CoC board. But if the overarching conversation is to what degree the stakeholders who comprise the CoC board are engaged in the decision making, my impression is that is not happening.

Amy: That is a fair point and that is really what is driving this conversation to change things. Today we are going to talk about recommendations that are going to be some pretty big changes that will empower the ICH or Governing Board to have more involvement and ownership of the decision making to be in compliance with HUD. I think we are going to move on and I think we will get there today.

Sheryl: This is the old what is governance, what is management and what is non-profit. I guess the management direct the Board to a problem but the board is beyond policy that management is the problem. I assumed what George is saying is that we have an interesting reversal that that management is driving the agenda and the approval process. I am assuming that is what George is saying because that is very specific and I can understand that issue. That would speak to what the recommendations are to try to correct that relationship.

George: That is fair and your observations is in agreement to my observations.

Sharan: I just wanted to say also that it is the responsibility of the board to appoint the collaborative applicate and the HMIS lead and right now it is DHHS. This board has that opportunity to make recommendations.

Jill: The goal is that all pieces of the CoC work together which include the primary decision maker (ICH Governing Board); Lead/HMIS Agency (DHHS) and the committees and workgroups.

CoCs need to establish a structure to ensure that all of their responsibilities are covered.

Each community's structure varies, but most should incorporate these three entities in their CoC:

1. **Collaborative Applicant** - often referred to as the Lead Agency, is usually a 501c3 or department of government that, in the very least, coordinates the CoC's annual application and submission. In many communities this collaborative applicant assumes other responsibilities of the CoC, via a

memorandum of understanding with the board of the CoC. This entity should be viewed as the primary administrator of required CoC activities, although the exact makeup will be at the discretion of the board of the Continuum of Care.

2. **Primary Decision Making Group-** (or Board of the Continuum of Care), this entity should be representative of all the required CoC stakeholders, and is ultimately responsible with implementing policies that end homelessness in the community. This group implements, and annually updates, its rules for governance, membership, committee structure, and any other areas required to fulfill its responsibilities via a Charter. As there are no requirements that this group is a legal entity, the exact makeup of this group can vary greatly between communities.
3. **Committees or Task Groups-**the Primary Decision Making Group is required to create smaller committees to assist in creating policy, implement select responsibilities, or assist as needed in the community. Often times the lead agency helps staff these committees as needed, with their policy recommendations going to the Primary Decision Making Group for final approval.

Requirements of the CoC

- Governance Charter
- HMIS
- Coordinate with ESC
- Annual Gaps Analysis
- Point in Time Count
- Systems Coordination
- Submit Annual Application
- Performance Monitoring
- Strategic Plan
- Coordinated Entry
- Written Standards for Providing Assistance
- Consolidated Planning

Purpose and roles: Proposed Structural Changes

Statutory Changes

- **Update and simplify duties and responsibilities language:**
 - **Remove mention of specific initiatives (i.e. 100,000 homes)**
 - **Include “act as CoC primary decision-making body” and reference CoC Governance Charter**
- **Co-Chairs elected by ICH and approved by Country Executive (align with charter)**

Governance Charter Changes

- **Establish ICH as primary decision-making body**

Susie: There is also, I don't know if it is in the statutory language, the new member of the committees that ICH appoint new members in addition to the Chair and Co-Chair. I am confused as a group we don't get involved in the appointing of new members.

Jill: No it goes to the County Executive (CE). That is a good point does this group want to be more involved in the appointment of new members and have it not be the CE?

Susie: I think it would be a good idea and more thoughtful.

Uma. I think we need to look at the process. I would not say no; but, we have to look at the process and time frame

Jill: I think that is a good idea to look at the process as a whole and how things work. That is one thing I noticed is the need for timelines. Not that this is a problem, but just to de-politicalized the process a little bit and ensure that this governing board can carry on its duties. Whether or not the County

Executive nominates and appoints people to the position in a timely manner. This is a check and balance, not a problem.

Statutory Changes

- **Incorporate timelines for invitations to ex-officio members and nominations and approvals of non-ex officio members**

Uma: The CE's office solicit for resumes which separates the Board/Committee/Commission which somewhat that de-politicizes the process. The commissions selects a recruitment committee made up of 3 or 4 people. They conduct interviews and forward their recommendation to the County Executive's office.

Noelle: I am a former Chair of the Commission on Aging (COA) and what Uma just described is exactly how it is done. The COA look for people who really want to do the work. During the recruitment process, we explain and stress the time commitment and the work involved in serving on the COA. We explain that there will be homework, writing, researching and committee involvement. The reason the COA structure works is that we have strong leadership. It is like working in a big company with a lot of volunteers who are not use to being told what to do. We also work very closely with Uma, Jay Kenney and Odile Brunetto and they respond to us. They have their budget and we have our priorities. We are organized and focus and because of that 93% of the time we get what we want. It all requires strong leadership.

Sheryl: I want to caution the minimizing the CE's blessing because this is a political process. We are in the process of competing against other values and priorities in this county for resources for a population that is pretty challenged. So, we do not want to distance ourselves from the CE. I know for a fact that the commission vacancies is advertised publicly. You can encourage your friends to apply. We do want the CE's endorsement and his approval process. You want to be aligned with the CE. Why would you not want to? Because to have power really is ineffective when you have no influence to create alliances. Different commissions have different level of clout. This commission is emerging and I think it should be aligned with the CE.

Susie: I don't think that means that it would not be aligned with the CE.

Sheryl: I was just responding to a need to create more structure to be more distant from the CE. I think it is a wide game for people to throw in their names in for this and it needs to be endorsed by the CE. I think as we move forward we should be aligned with the CE's branch at that level.

Jill: There is a need to clarify what the ex-officio members or the government members should bring and how they should serve on the commission. This is a cabinet level commission and the purpose is to involve all these different agencies of local government that touch on this population and have different interaction and serve them in different ways.

Statutory Changes

- **Incorporate staggered terms for non-ex officio members (align with charter)**
- **Require ex-officio members to:**
 - **Report quarterly to ICH currently available data on the number of individuals and families experiencing or at risk of homelessness**
 - **Work collaboratively with ICH in efforts to collect and analyze data to inform the work of ICH**
 - **Report quarterly on agency efforts to prevent and reduce homelessness**

Amanda C: Do all of the recommendations require language change in the statutory changes?

Jill: I think only the last statement on the bottom.

Uma: The DHHS is the entity where the ICH is housed we would draft the regulatory and statutory changes submit it to the Executive, than to the President of the Council. A public hearing will be held to solicit comments from the community. After a committee hearing recommendation will be presented to the full council which will vote on the changes in 60 days. The process will take 4 months or so. After a bill is pass than we have to draft regulations.

George: The bullets presented need thought. These bullets do not apply to each ex-officio member. You have multiple members of the DHHS department. Do each of the members need to provide a report? I don't know how the County Council will provide a report. Quarterly reporting? Is that realistic? I don't know how the police department fulfill this requirement. If we are going to consider this for legislation all the agencies need to comment. I don't know exactly what those quarterly reports consist of. It is good in concept but needs some refinement.

Amy: If you have ex-officio from an agency and there is a commission member from the same agency.

Jill: More like the agency is being represented and not the person. I understand.

George: One more on that, in regard to the first bullet I would think that an aggregated report county wide I would think you would not have each agency provide a separate report of the number of individuals and families experiencing homelessness. In fact you would look to the CoC board or the department of DHHS through its management of HMIS. You would not look to the Sheriff's Department to provide a report.

Jill: What this is getting at is collecting data on arrests involving people experiencing homelessness or the housing status of child welfare cases. The gathering of data involving cases that cross system data which pulls together all agencies here and show the intersections. In this instance, report means to give data to this body and this body can roll up into an aggregated report that really communicates what is happening.

George: I do think that the input of these various participants can give you a much deeper and more multi-faceted understanding of the scope of the problem. The County Council which would ultimately have to task any changes to stature does not have the authority to compel the school system or HOC or any municipality to do anything. So, we cannot pass a law requiring that. We can demand that the County Executive appoint representatives of those entities to the ICH and we have done that. We cannot tell those independent entities to do anything. We cannot compel them to show up and we cannot compel them to share data. We can lay out the data we like but we cannot require them to share that information.

Jill: So that is not going to make it in the stature.

Amanda C.: Is this the full list of all the recommendations that were made or these are the ones? Are these the ones in the surveys? Are we voting as a Commission to move forward with some or all of the recommendations?

Jill: That is a different meeting.

Susie: Amanda were you asking if this was part of the survey?

Amanda C: No, I know this is part of the survey. I just wanted to know was this all of the information.

Jill: These my recommendations as one who does these works but also part of survey results and from reading the document this is what I will recommend. This is what I will recommend and this is really meant to you guys to react to so we can have this dialogue. That is good to know that it is not allowable and we cannot put in statue to require any agency participating on the ICH to provide data.

George: No, we can require county agencies. We cannot require municipality. The County Executive and the County Council can compel DHHS because we have jurisdiction.

Jill: It just requires shaming the others to share data.

Uma: Partnering is the term. We do well getting data from the schools and other providers.

George: It is a way to get the data. We cannot require. We certainly cannot require a State legislator.

Uma: We go on bended knee.

George: The Senator Zucker is an ex-officio member and he is not going to provide a data.

Craig: If you ask me, I would.

George: You don't have the data or the staff. It is not practical.

Sheryl: Let me be radical. You know this is enough for me. There is a new concept called grit that talks about moving outside the boxes with a tenacity that speaks to change. It seems to me because I live in Takoma Park and I know about jurisdictional boundaries in a community. It seems to me that a purposeful role still could allow for us to collaborate in a way that speaks to appear like a accountable to the real integration of our larger community. If poverty and homelessness effects the non-profit community the rest of the county has to bear it. The question becomes what is the role of the governing board to create methodologies that shifts the way we work together across jurisdictional lines. This is a micro issue for this commission to frankly to get to the big picture on how do we do that. Other jurisdiction will work with us collaboratively if it is to their best interest. When we are not fighting about where an affordable unit will be placed. I think that is another role and I would suggest it is a role of leadership that this group provides intersectional and cross sectional. I don't think we have done that ever. It is innovative and how we do it is "boo coo beans." That should be a visionary goal. How do we build intersectional community because we are really in the same community. Someone's apartment building burns down in Langley Park why is that not of interest how to place these families. Holding people accountable from a rational moral ethical code.

Jill: Yes it is whole conversation around leadership in this body. Sometimes a revamp in structure can create some energy in the work and get people excited and interested again.

Abe: I apologize for coming in late. In terms of your big picture vision in the past retreat and meetings is the vision to align the functioning of this body to the best practices governance board of a non-profit or is it something different. I have two decades of experience with best practices in non-profit board governance. Putting aside the two things key functions that are off the table which how the CEO is evaluated by the board or the board development where the board is empowered to takes some responsibility around its own internal function. Just looking at the other key areas Project oversight,

strategic plan, fundraising and advocacy all the guided by the strategic plan. Is that where we are going or are we going to stick with the more hybrid approach or some governance and some operations work?

Jill: I think that is a good questions for all of you. This is very different from a non-profit board. Some of the reason around CEO oversight. I think the really big difference is rather than governing an organization this board is governing a system a network of diverse services and interest. Its purpose is to pull all those parts together toward a common interest and a shared outcomes. That to me feels a lot different from the responsibilities of a non-profit board. I think your question was about I am not sure of the day to day operations the planning. I think there are rules for the CoC board they have to make sure things happening so there is housing and services are available and they are operating. They have to do the planning part and lead the charge. I am not sure I am answering the question.

Abe: A little bit. I think it fundamentally comes down to the details that this body gets involves. I think the typical board level when the board meets once a month or every other months is up here at the strategic level. Looking at strategic goals and then looking at measurable outcomes and whether or not the day to day folks are hitting those outcomes measures.

Jill: You just wrote one of my slides

Amy: I think we need to move on. I think the last two comments were excellent. I think this is what we are struggling with right. This is a very big system that we are trying to coordinate. It is not just the homeless services system. The conversation that we are having now is how do we better engage other agencies and other partners. I think that what we need to do is to drill down and be more specific with the ask. Because one minute we want to foster collaboration and better level of resources and partner more realistically. Pull together a bunch of people to do sometimes we fall short whether we have a specific ask. We want this agency because we need this data sharing information. We need that agency because we need that data. I think we need to drill down and get specificity .

Sherly: May I ask a question. Your point here in this broad field leads to a lot for me chaos. You go to conflict of interest statement for this board and you go to providers open to participate in seeking funding from this system do their private non-profit mission. I think it is not clear that this group drives the money decision or advocates for it. If sitting on this board means I am involved in a conflict, I don't want to sit on it. So what does it mean to have someone who has a political process who can compel this group advocate in the Council and the CE budgets. How do we handle the money piece? That is very politicized. Does this group going to be involve in advocating for the budget, where the money should be set up a criteria for who is going to get. Who sits on this board who is part of that network. We have not nailed that. That is the elephant in the room. It is very political. Some people think it is very racialized. Who do not say it here. I only saying it because it is said. This is something that needs to be cleared up here because it is who you know and what you look like whether you have access. I think it needs to be cleaned up big time. It is very disenchanting.

George: I absolutely agree that the question of conflict of interest and the participation of grantees on the governing body for the CoC is a major issue and it is a major issue for every CoC Board throughout the United States. I think there needs to be clarity. I don't think there needs to be an absolute wall because the grantees are carrying out the work in most communities including this community. I will only share with you from the depth of my experience. We went through the 100,000 homes campaign and that was the first time as I understood it and people told me and it was the first time in my experience that Police Department, the School System HOC, DHCA, DHHS those entities in particular were sitting around the table talking about homelessness. From that experience I said you know what we need other cities has got one DC has got one we need an Interagency Commission on Homelessness.

So the idea was that we would bring together the Government stakeholders with the non-profit entities that were actually carrying out. I neglected to mention that the 100,000 homes convening occur was MCCH and other non-profit service providers. So, I think it is necessary to have the non-profit providers and government agencies but yes there is absolute the potential for conflict of interest when you are deciding who gets which grants and how much money is spent. Yes that is a real issue and there needs to be guidelines that is a pressing issue but I don't think the answer is that none of the agencies be at the table.

Sherly: The public agencies also have a conflict too.

Brian: I think that what we are talking about is how to govern the connection between the agencies and the board in terms of the governance issue. We want participation but I agree with Dr. Chapman that it is not clear. What are we charged to do regarding fiscal responsibility. I could not answer that question today. I have been on the board for 3 years. I have a quick question. How open are we to expanding the commission beyond what we have today.

Jill: Survey results were kind of mixed and there we are back to that nervousness around that if it is too big how do get things done and if it is too small how are you involving everyone. So, I felt the results were really lukewarm and I would propose no structural changes to that.

Brian: I have a few suggestions.

Jill: About specific people.

Brian: About specific representation particular governance so when we get to that point.

Jill: We are there. This is kind of what you guys have been saying. Educate people on their roles and expectation. Engage people and their agencies on how they are part of it.

Stan: Let us go back. You say educate, what do you mean about educate people?

Jill: Just makes sure all commissioners know what is the difference between the CoC and the ICH. Just like a one-on-one like a non-profit board development.

Noelle: Orientation is what you need.

Sheryl: Orientation.

Jill: I think that is something someone should create. Especially in the implementation of changes when you might be wanting to bring new commissioners on. There should be one-on-one medians that talk to the agency or persons about what this is about. I recommended identifying the hours telling the persons that this is going to be 40 hours of your time next year. Be really up front and clear about expectations. So that is part of that implementation. Get real specific.

Stan: The reality is that when I came on board I was learning through what I heard said. It was helpful that I work with the homeless population. I was sitting here for two years before I knew.

Jill: Yeah. Especially if people are serving on this Commission because they are interested in preventing reducing and ending homelessness. They don't care about what the CoC program is and that HMIS data standards are changing next week. We want to provide that is what we do and these is our expectation

but we want you to be engaged in this work with your expertise, your passion and your interest and here is what we are expecting of you. Getting really specific when we are talking to criminal justice and how that relates. There is a chart in the back of your packet and I think it is a on-going discussion of who should be on the ICH. It is a resource put together by CSH. Here are the key player and stakeholder category and why they should be involved in the CoC and what do they bring to the table. And if you have suggestions to add would love to hear them.

George: To follow up on what Brian said. I think there is room for additional stakeholders but a great effort to get the stakeholders who are actually inside of the law to actual do what they are supposed to be doing. It is very instructive to go back and read this list of ex-officio members and about 2/3 of the those are actually at the table.

Brian: Three recommendations one outside the membership we have the business section civic group. I think we should have a separate advisory council put together by all these businesses people who are generally interest in this. I think all these business group is too narrow. I don't know if you see this around the country I have not but maybe we have not looked in the right place. One recommendation We don't have other than myself and I just work for the Bank of America. I am not representing the banking industry. I am a public representative from Silver Spring.

Jill: You are the A-Team. You are the financial representative.

Brain: We are too underrepresented. There are direct connection between some advisory group formed by business. As for the membership on the Commission I do think this is between two government agencies. I mentioned this before and I apologize for being redundant. I think everyone agrees with the recommendation it is just a matter of how we do it. Having someone from the Commission be on the Board of the Economic Development Commission and have someone on the EDC be on this Board.

Unknown: That is not possible.

Brian: I do know that that happens in other jurisdiction but here there seems to be a wall. That is something I think.

Unknown: Do you think that is something the County Executive and County Council can compel.

Brian: That is a good question. I think that is something that I have seen work in other jurisdiction that we ought to at least try here. The last point which is likely to be somewhat controversial and I expect people will to disagree. I have tossed it out to a couple of advocates and they like the idea. In my view the biggest barrier to the construction of affordable housing in MC is the cost of land and the largest landowner who has control over it in MC is the Parks Department. I thought about this before Clarence and I know you did not agree with me and that is fine. I respect your opinion. But the Park's Department has been warehousing land for decades. I am not talking about what advocates would to carve off some land for parks. The County owns lands that it has held for decades for the purpose of developing a park and it has never been developed. Why? Why? When we have people living on that land owned by the County government still spending millions of dollars a year to buy more land to warehouse for parks when it already has land for parks that has not been developed. That is unconscionable to me. So we need to have someone from the Parks Department here so they can hear someone like me make these radical statements.

Amy: Another way to build that bridge or dialogue may not starting with the land piece. Parks and recreation in other communities as in PG County I have seen how they have centers engage park police, do outreach at risk youth and advocacy for senior citizens. So there is another reason from a poverty angle to engage park and planning.

Brian: Yes, they have facilities. That is a great thought.

Susie: We do partner with the Department of Recreation and Park and Planning around hypothermia.

Unknown: They come to our annual Homeless Resource Day.

Amy: In other words lets formulate that relationship and open the door.

Louise: Before we close this discussion there is one sort of mathematical correction to make. The statue says there are 25 members but actually there are 26. Nine of the members are invited. So what happens if some of the 9 choose not to participate and yet you state 25.

Jill: The Governance Charter only outlines 25. At least the one I have seen. There are some inconsistencies that we have to fix.

Amanda H: On the 25 verse 26 one person is counted twice. The hospital representative is also counted as I believe the CoC or Public members.

Nili: The hospital representative and the public member is actually one position.

Jill: The Department of Justice and Families is not listed in the Governance Charter. We can deal with some of those. There are some inconsistencies between the two documents with number and math and all that.

Uma: To make it clear that Domestic Violence sits in the County two places, both in HHS and on9 the Family Justice side.

Jill: Representation has to include all relevant organizations within the entire geographic area. One thing I want to make clear is the representation of agencies does not have to be a sit on this commission. There are a lots of different ways to involve the stakeholder groups. The best way to figure how to involve them is looking at the data an understanding what are your populations and sub-populations experiencing homelessness and housing crisis. What are their characteristics and what systems do they engage with the most and that should help you determine how best to engage those stakeholders have open in the work. So if you have a high population of criminal justice involved individuals are also experiencing housing crisis and homelessness it might be a good idea to have your criminal justice person definitely on the board four and also at the strategic planning committee maybe she or he is chairing that committee. You can also have people in committees and not on the commission. I think this is where that leadership piece you guy have been talking really comes into play because it is not just about the job or position that makes a good commissioner is the passion, the time commitment and the skills. We all have different capacities and skills to moving work forward some people are data minded and great at that that would work with performance review piece. Some people are very connected, collaborative and inspire people where do you fit those people to be most effective. What is important that you are fitting people into the goals you want to achieve and positioning them in the best and that also there is conflict of interest piece.

Susie: In the legislation it says that commission members must chairs of the committees which I don't think that is the case now. I know we are talking about more broadly about the members of the commission but the work of the ICH. I didn't know where that stands. Also at one point we were talking about each committee having Co-chairs one from provider community and one from the governments sector. To be able to combined government resources and implementation.

Jill: So that is committees and that is the next slide. I hate keep saying next slide. If Noelle and Dr. Chapman if you have comments on this piece than we can move onto committees. Yes.

Sherly: I just want to make a recommendation. One of my staff conduct telephone interviews with potential foster parents (I have 100s of them) to find out which kid they will take in which kid they will not take. What makes them participate in the population we have now. We don't have what they use to take. What was striking is that they answered her. They really talked to her. Why have we not interviewed these other agencies to find out what will make them play and why they don't play to find out what the implications are rather than trying to figure it out. What we should do is a survey around that to start a regional conversation. What would make them come. What level of organization should be here. I think we should do a telephone survey which is very hard to do now.

Jill: I don't have any proposed changes to membership but implication recommendations how do we recruit better how to engage people how do how old are you measuring and **looking** at her data understanding what we need and where and then engaging those people in our community into our process.

Noelle: Well the one comment, let me just get it out there, all kinds of great ideas are coming out is someone capturing are there minutes.

Unknow: Yes, Gloria is.

Jill: I am counting on that.

Noelle: I am not taking notes.

Jill: The minutes are being taken and they have been great.

George: I have two things I would like to interject. First of all, I was asked a question by Brian and I would like to try to answer. So, you asked whether the governing document of the Montgomery County Economic Development agency could be altered contemporaneously with altering the governing document of the Interagency Commission on Homelessness. The answer to that is hypothetically yes. I think there would be a lot of push back. And what I am trying to understand is whether your interest having MCEDC would be met by having Workforce Montgomery represented. Are you looking for MCEDC because of the need to employ our population we are seeking to served or is it more broadly that we are growing our tax base and we providing open opportunities.

Brian: The latter. So the business communities could see how housing and the lack services to the community and how it effects the business community because I don't think they see that.

George: Okay I think you will be an unanimous recommendations in the negative from the MCEDC board. So I am just playing out the scenarios with you and given that it is likely that either the Executive of the Council will I don't think likely.

Brian: I have no doubt about that. I think that the business community (unclear with was said).

George: I am not debating with you.

Brian: No, no, no I appreciate your honesty and I agree with you.

George: On that ongoing point I do think that workforce training and the employability of the homeless population is very pressing. So having Workforce Montgomery represented here would be more logical to more people.

Brian: That may be more practical. That may actually happen.

George: The reason being that if I was on MCEDC I would see a healthy thriving economy and a growing tax base as related to everything. Right. So that if you had mandatory participation from the ICH than you would have to have mandatory participation in the transportation discussion, and the aging discussion, and the child welfare discussion and in every other discussion. That would all detract from their ability to and look there is a lot of controversy as to whether they are doing their job than for them to generally concentrate on economic development as its own function. Again I am not debating you.

Brian: I hear what you are saying.

George: I can anticipate the response you would get. Whereas, Workforce Montgomery's participation would be more germane. The second thing I want to understand just stepping back a little bit understand this timeframe I am seeing that Friday there is an ADHOC meeting to approve structurally changes. What is that? What is the ICH ADHoc meeting?

Amy: That is a mistake. We are moving more toward the second week of August. Nili do you want to talk more about that.

George: I again feel this sneaking suspicion that the decisions have already been made. This meeting to some degree is window dressing. There is a slide presentation and statutory changes are already being floated, a survey was conducted; and a consultant has been retained; and the consultant has analyzed the survey in the consultant is presenting to us the and findings of the survey and the recommendations. I always have this feeling and I have again now that this discussion among us is kind of holding us back from the decision let's get through the discussion we have so many slides we have to get to the slides because there are so many slides there is no time for discussion and it doesn't matter because we already know what we going to do so thanks for listening here are the decisions and an ad hoc group which no one knows who is on it at least I don't who nobody knows will agree to the decisions that have already been named so if I sound paranoid it is because I have history in this area.

Amanda H: That is certain not the case. All of this has come out multiple conversations that we have had with ICH commissioners and staff and with our people. Most of this is coming from the discussions we had in May at the Retreat and then from the survey results. This is a summary only all of it together so that the people who did not there who did not participate the retreat have the information. It is all up for discussion this is just a summary of where there is consensus already based on the information we have received. We are up against the time clock we he would like to get statutory piece done sooner than later. But all the decisions around the Governance charter need more time discussion from this group. Because it is nuance but this is proposed. This is just a proposal. I don't know how else to present information without having something on the screen right something to set the stage that this is what we are going to talk about without feeling that the decision has already been made.

George: I appreciate that dilemma. That is a valid dilemma. Could I just say something about this next steps on the latter that is happening on August 3 which is not happening August 3. That is to approve restructuring changes. What is that? Who is making the decisions?

Amanda H: The ICH. That is an Adhoc meeting not an Adhoc group. That is what I need to talk about. We want to make sure you had all the information and have read all the materials. We did not feel that it was realistic to make an informed decision today or to vote today and wanted to give you enough time to consider the changes. We did not think that was realistic. So we thought we could vote in 2 weeks via email or a call so we could at least move on the statutory decisions.

Eshanel: So as it relates to homelessness and the reference to Workforce Montgomery I think it is great for people who are already on their way to live in society but when it comes down to those who suffer from mental illness or other things no I don't feel that Workforce Montgomery is the right piece to this. So I think we should look for someone who has already been dealing with those with mental illness or may incarceration or the other things that go along with being homeless. I just don't think that Workforce Montgomery fits that. I do follow them and I am in the community and they structure well with individuals who are where they need to be and not those who are trying to get there.

Uma: If I could just say you are absolute right but that is not an acceptable place from our perspective for them to be.

Eshanel: This is their second time receiving funding from the County and the State of Maryland so that is what they are suppose to fix this time around and from what I see that is still not happening.

Uma: I don't disagree with you. I am just saying that that is the entity that should. We should not all go around creating workforce development activities outside of the workforce development entity so we need to hold them accountable. There is a hearing coming up on September 18 I am letting everyone know in the afternoon on Workforce Montgomery in the County Council and we should watch for that and those of us who are interested in that issue should come to that meeting.

George: Not a hearing or a testimony for the public.

Uma: A briefing. It is important to come and listen and be educated.

Eshanel: Also concerning Workforce Montgomery is that some of the programs that they choose for certain groups is not they are substandard. They should focus on creating more IT techs. There seems to be a disconnect with who is being chosen to operate and in what capacity and that is why there is a discord.

Uma: Just to be clear we invited Workforce Montgomery and they came to a couple of meetings, Brian, and then they stop coming. To answer that question.

Brian: I need to elevate this and then we can more on. I agree with you comment and I agree with George regardless of what organization it is Workforce Montgomery or some other organization I would like us to agree. My recommendation is that we have somebody on this commission that is involved with employment. Just plain and simple. We don't have to agree what the organization is just agree that it conceptionally we got somebody with a seat at the table. One other comment we come back to the language of the CoC. I agree with you George that we could not have someone from the MCEDC here we would not want representation on transportation or other boards. But, I do think we should

build that relationship the other way by having someone from our group sit on that board. I was on the board for the Baltimore development corporation (which is the equivalent MCEDC) for 12 years. The entire time the head of the housing authority (which is Stacy Spann here) was on that board. Their role was the big picture and so when a developer would come in and want to build housing the HOC guy could raise his hand and say what about the impact on affordable housing. Eventually that did result. I would like to see that.

Jonathan: I am sorry so I know that we all have various experience and I am certainly not discounting your experience but the example that you are using does not indicate that having a person with a specific job on the group would always lead to the type of outcomes this body wants. So what I am saying is having grown up in Baltimore having lived there for 35 years out of 50 my understanding and having worked in Baltimore City Public Schools my understanding that while housing was represented on the panel without clear expectations for what a particular organization membership on the panel would elicit the type of outcomes you like window dressing but it does not have the substantive outcomes that would help us to drive the improvements for the individuals that we are talking about. So, I just think it is an example....

Brian: I don't disagree with you. I don't disagree with you but I addressing a slightly different issue because I think you are looking at practical application where it helps to get things done. I agree with you. That would not happen. That would not happen. But I am looking for is having a dialogue and that did happen in Baltimore. Where we knew nothing about affordable housing but that presence on the commission did so it was more education. I know you are shaking your head but I am agreeing with you. I am agreeing with you because I am a realist and I think it would change things at all at on the ground, at least initially, but I am looking for the dialogue. I am confident that there is no one over there on EDC that knows anything about affordable housing. All I am trying to is plant the seed so someone over there says "Huh, you know maybe we should start talking about that." I don't think that is happening.

Jonathan: In terms of metrics, we should be interested in going beyond planting the seed.

Brian: Yes, we should and that is the second step.

Jonathan: We need to have deliverable outcomes to make it better so that Montgomery County is actually a place where we do have affordable housing.

Brian: Yes, I agree. Yes, I agree

Amy: That is why we need to get down to the specificity of what the ask will be moving forward. Can we pause with this.

Sheryl: Just one comment because I have been triggered. I was on the founding Workforce board and it was all scandalized with all the drama. I had two questions and I have to support you Dr. Bruce. I was on that board and I said who are the folks seeking jobs in Montgomery County. They were Black and men of color between 25 and 40. Who were the ones getting to the technical and the more expensive training? They were not them. Okay, I am just saying to you we can talk all you want about this issue but I was there and I was always running my mouth. I was always upset. We got the youth center in because we have a gang around the Workforce Development to get someone with some culturally competency at all. That was a big fight on that board.

Brian: That is why I want you on the board of MCEDC.

Sheryl: Supporting Dr. Brice, it goes back to the whole vision around is this governing board going to be at another level advocacy because your point is well taken. That was years ago and that was probably the most painful experience because these guys would end up in Clarksburg (the best jail in the country) but they would end up Clarksburg because they could not get jobs here nor do they get any support from Federally funded board. We had federal funds but it selectively sent to those people who could benefit from it. And that going on and still going on since we started in Workforce Development Board and it is still going on.

Jill: We have such great ideas.

Sheryl: It connects to homelessness, though.

Jill: It feels like and this is just an observation that this body has a real challenge acting, moving things forward and staying on task. Staying with the conversation.

Esehnaal: I am wasting my time if the facilitator is bias.

Jill: I am sorry if you feel that is bias.

George: I don't like being told by the outside consultant that we need to stay on task. That is part of what I am saying all along. It is the commission that should determine its task. The commissioners should participate in the governance of the commission. I am tired of PowerPoint presentations and I am tired of being told to stop talking because we need to finish the slides. I don't know how to emphasize that enough. What we need is more open conversation and if you have more open conversation you would get better participations. If commissioners continue to show up and get one PowerPoint presentation after another and are continually told thanks but that conversation will come later because we need to stay on task with the tasks being determine by someone other than who is around this table people will stop coming to meetings. So I have to push back on that I would like to propose that as we get to the committee discussions that some of these hot topics might themselves become committees. So that instead of vague overarching titles that don't themselves describe in themselves exactly what is the purpose and the full commission is later told that the Strategic Planning Committee has made in depth decisions and we have to ratify them in a short time-frame after a long slide presentations. Maybe we should have the housing committee, maybe we should have an employment committee, maybe there should be committees that are specifically focused on topics that people who participate understand what they are. That is one observation. Another real quick observation if I may while I have the floor. You are correct Brian that one of the issue or biggest obstacle with housing is the cost of the land and what is inspiring to me is when I hear of fantastic examples around the country of really innovative approaches to partnerships that involve cheap land. You are going to get big push back on park land but there are other public land and there is land owned by religious institutions. There is a lot of availability of land. Now, I gives Mr. Snuggs a great deal of credit because he has been present at every meeting and I have attended every meeting. Mr. Snuggs attendance has been perfect as has mind. So, the housing function is represented here but what I don't here is the kind of exciting creative approaches to housing that would get people motivated. What Mr. Snuggs works with but not himself represent are the developers and providers of affordable housing. What I must say the lack of participation from out public housing authority is striking to me that is not unusual or unique. A lot of us were at the NAEH Conference last week. Getting your public housing authority to the table to care to participate that is a national challenge and is a challenge right here.

Brian: Let me ask this questions. Is that a role of the ICH?

George: It is part of the role.

Brian: I understand your point in my recommendation involving the parks of course there would be push back. But my ask is who in Montgomery County will raise that issue? So, far, no one.

George: I would say that

1:27 Brian: So is that our role. If we have to back off of this because our expectation is political push back than we will never get anything done. My big question is are we kind of the lone voice in the wilderness saying "look over here we have something different we can do." Even though politically it is the third rail. That is my question. There is no body in Montgomery County that does that. Now AIM does to a certain extent. That is their role. I am looking for something in the middle between where we are and where AIMS is. We are silent on anything radical to where AIMS is way out there. Who fills that middle with a rational but radical possibility. I could give you several.

George: A housing committee could be the source.

Brian: Yeah that is what I am looking for.

Amy: You are not wrong. I am hearing you and everyone is hearing you in terms of less PowerPoint and more conversations. We have let a lot of conversation happen here and certainly the intent on the PowerPoint wasn't to shove anything down anyones throat and having said that I have heard from this side of the table that we should just move on with the Agenda. We have to stike a balance here because there are many people in this room with many different points of views and we have to get some work done here. I want to thank Jill because I think that what she is trying to say about us as a body struggling with getting down to specifics and staying on tasks has more to do with the fact that when you are very focused on something like the 100,000 Homes Campaign or ending Veteran homelessness or ending chronic homelessness we excel and we shine because we have a laser light focus and everyone is working together on that target reaching that goal reaching that target. Now we come together like we are today and we are talking about so alot different things and it is important. Now we are talking about throwing on some additional committees which may or may not be appropriate. I would love to do it. I would love to see a housing committee. Having said that we have low participation in this meeting but low participation in some of the other committees. Not to mention the fact that we have to have staff people there to do the work of herding the cats scheduling the meeting, , finding a meeting space, scheduling the meetings, getting the work done, typing up the minutes and not only getting the work done but getting the bullet points of what has been discussed at the meeting but actually doing the work. So.

Esehnal: So, Why don't we have homeless people in and give them those skills to these basic things.

Amy: That is an excellent idea and we were actually had a conversation about this at the National Alliance to Ending Homelessness. We were talking about the needs of homeless youth and older ones how to engage them in a meaningful way of tasking them with what works something that we can certainly

Esehnal: Why don't we go into the community that we are serving. Each community that I have been in that house HOC people all have cetners. Everyone of them has a community center and spaces are nevery use because they are actually charging the community members way pass the amount that they are actually rent evey allows them to which should also not be fair in relation to a community that

accepts HUD vouchers who then charges the actual community members and they can't even utilize the centers because they are overpriced.

Uma: May I propose something there are two thoughts that are going through my mind one there three are three questions that you have

Esehna: I don't have any questions I understand the process fine and I am throwing in some things that actually make sense and that can be done in a timely fashion so I don't have any questions. I have been doing this for a long time in the community and these things are not that trivial but there is so much confusion within the group that no one can think pass just writing things down when we can just take action and do things. I am in the community three times a week with disadvantage youth and families and I there with them helping them create product lines and I am putting them in the stores. I don't have all the resources to do that but I am able to talk to the store owners and say. Hey if this family creates a product line will you put it in the store and they all say yes. So it is not about always having all of these meeting it is about actually going into the community and holding those accountable that are using the HUD vouchers and putting access into the actually communities that already giving money for who probably need those vouchers also. A lot of these communities would probably be empty if they didn't have housing choice voucher recipients.

Uma: I am agreeing with you. Actually all I was going to say was we have had sporadic attendance by HOC at these meetings they have a standing invitation and I think there might be value in having a conversation with Stacey and Beryl and having some of us join in who are sitting around the table and go back and raise some of these issues that are very specific so of that are community driven HOC voucher driven conversation. That was the first point I was trying to make that we do that and I would take ownership for reaching out to Stacy and ask Clarence to join with me and see if we can make something happen. That was the first point. The second thing I was going to say was that not everything needs to happen just at ICH and by that what I mean is that with Workforce Development kinds of questions and with some of the other economic development types of questions or healthy Montgomery that has the park departments sitting over there. There are other venues because I was hearing sort of anxiety about setting up three more workgroups and how are we going to staff them and will people come and will people attend and I am not sure we need to create more meetings and more committees and more workgroups. We need to maximize the ones that are already in existence. So those are two and I could do an analysis on the subject and put it out there see how people want to handle. We will set up a meeting with HOC.

Susie: I would like to bring up a tangible topic and get everybody's feedback on this in the world of ICH. We MCCH has been operating a program called Safe Haven. This is not about us at all but about people with severe mental illness who this has been sort of the last I am sorry I am bringing this up but this is important because this is a safety net for them because behavioral health has not been able to give resources for many people to move to a higher level of care. So I understanding that the Allocations Committee is recommending that the Safe Havens Program no longer exist and we continue to operate it as permanent supporting housing. Is that the kind of issue that we should be talking about as the ICH and how we delivery services to different populations and how we engage different systems of care.

Unknown: hello What do you think? What is your view?

Susie: My views is that we are focusing on ending family homelessness is that a conversation that we have as a continuum and what the systems of care are that we need to address this particular group. I am concerned about this change because I think that this populations are not going to be able to adhere to leases and get evicted.

Jill: That is really important what you are talking right is like about what should be discussed at ICH. I think the issue is how does the agenda get set. How do we if this body is only opportunity for you to bring up this issue there is a problem. If you have to bring this up randomly outside of an agenda that is a symptom to a problem. That does not mean that we should not talk about but where are we talking about these issue and what point in time and avenue where this all happens so that action can be taken. We need to talk about and where do you need to talk about these issues. So that you do not feel frustrated that you are not being heard. That it is being discussed. That is one of my observations how do we run our meetings our committee structure to make sure that all of these voices bubble up and these issues are being addressed so that ICH can make decisions about things.

How do we engage different systems. We are talking about all these different systems meeting around the table. How do we engage the systems system can't everything themselves. The purpose of the plan is to mainstream purpose. That is a great opportunity that presents itself through the ICH to have everyone around the table.

Jill: ICH is an a cabinet level. That is the purpose of ICHs around the country is that of pulling all the agencies together.

Sherly: So, may I just make a recommendation and observation. The observation is that I saw three people who were very different but look the same make a recommendation about the workforce and it got shut down because we have to move on. The homeless youth and families are racial. They are black, primarily African American. So, now we are going to have this great group think about what to do with them and house them by folks who don't know how to work. Talking about things they cannot maintain which is tripping me as a family expert. The reason for decades, here we go again youth black folk and we can't even talk to black folk. I know I you may be saying here goes crazy Sherly but I will put it in writing this group needs to have biases training so it hear itself. We shut down three black folk who don't even know each other who were agreeing on the dysfunction of the economics of this county because no job is homelessness. It is not rocket science. I don't know how many of you have ever been hungry. How many of you have ever been without a job. If you have ever been there one time you would know we have never touched. I will say it again and I recommend that we have explicit biases training as a governing board so we can learn how to talk to each other and not make racial subtleties and cut off people because you don't even aware of what you are doing.

Jill: I think that is all covered in the minutes.

Sherly: Regarding HOC, I sat next to him for a year or two. Why don't we just call him and ask him about why he doesn't come. Why do we just make statements as if there is something that he is doing that is negligent. We make little comments and I hear comments and it is not fair to do that to professionals particularly to rare in their presentation without asking him why is he not hear.

Uma: He does not find value. You are right Sherly. I have had that conversation.

Sherly: He says it.

Uma: He does not find value in coming.

Sherly: What will make him find value is the second part of the conversation.

Amy: With the view to time we need to move on. I want to thank you Dr. Chapman for raising this concern. I am going to recommend that we do have bias training as a governing board and we should prioritize that and get that done within the next 30-60 days at least a plan that we are going to do that. So, that motion is on the table.

Brian: I will second that.

Amy: All in favor. Anyone opposed. Okay. Thank you for flagging that. Again, to your point that not passing judgement or making comments and treating everyone with professionalism and respect that should go without saying. Thank you for flagging that. In terms of the value proposition here and wanting people to feel engaged and like they have a voice and they are able to weigh in here that is part of this conversation tonight. What we are trying to do with your assistance is to really change the ICH and how we govern and how we function. So, I am glad that we had such an enthusiastic response and that people are very passionate about what is being flagged here. It is important and it matters we are taking notes and the plan is to follow up but I am going to suggest now that we continue. Jill's time is limited I understand.

Jill: I actually have to leave by 5:30 to catch a train.

Amy: So, if we can just keep going but again this is not the end of the conversation. This is only the beginning of a very important conversation that will hopefully it will take us to the next level in terms of our governance and how we function. Jill.

Amanda C: If there is a record and there is minutes being taken I would just want to say that everybody now and every governing board should do a training around racial biases and training around that. But I disagree and I don't think that the conversation and the point that we are not doing well with workforce development. I heard it agreed with three or four times during the conversation so from my hearing I did not hear that people were shutting up the conversation. I think at that at that point five different people brought it up and we were ready to move on to the next topic. So, if there is a record to be had unless we were not hearing the same conversation I just wanted it to be heard that I did not hear three people being shut down after the conversation but I actually heard four or five people say I agree with you point taken point taken point taken. So, I want to stand in that. I don't believe that was the situation. That is all from my perspective. I just disagree.

Sherly: I did not say it was unanimous.

Amanda C: It doesn't matter matters whether it was unanimous or not. I think that the way that you implied was that it was shut down as a consensus and it wasn't that is how I heard. I just wanted that be on the record.

Sherly: We disagree.

Amanda C: That is okay. I just rather that be on the record rather than one perspective.

Jill: So there are committees, meeting structure and decision maker proposed recommendations and changes. Those are the three that are left and I have to leave at 5:30. I wanted to present this information to you so you can think about it and agree and disagree and talk over the next weeks or whether process that follows. Then we are making revisions to all these proposals and then we are voting on it. That is the process. I just wanted to get through this because of any clarification questions on the ideas. I think that is okay. Committees people don't think they are very effective. People don't

like them. This is a quick a big green band what I am throwing out to you guys. This is open because this is your all body. This is something I am proposing for you all to discuss. This is something for you to react to, to change and discuss. Four committees: 1) Executive; 2) Communications and Public Relations; 3) Operations; 4) Strategic Planning

Four standing committees. They are kind of similar to what you already have but an additions to revamp of the duties within each committee and to add an Executive Committee. The Executive Committee and its purpose is to drive the work and ensure accountability. It organizes the work, it schedules the meetings, it decides the agenda, it determines what location to have the meeting, it maps all that out. It reviews committee reports. The other three committees reports to the Executive Committee and says this is what we accomplished over the last year we need ICH to take action on these items. They need to be on the agenda of the full ICH meeting next time The Executive Committee says yes that gets on the agenda. It ensures that governance procedures are being followed. It is not DHHS' responsibility to determine that. It is this Executive Committee. They can make decisions instead of a full ICH in limited instances. I think we should talk more about that and that might happen in the governance charter piece. The purpose there is if there is something that has to be decided in a fast timeframe a procedural and not fundamentally changing the work than the executive committee could decide. We can talk about what that means for instance it could be priorities for the federal application or that we will be applying for the federal application. Just taking a guess. Stuff like that. It is to help keep the work going. It consist of the ICH Chair, Co-chair, the Chairs and Co-Chairs of the other three standing committees. It has to include the Chief of Services to End and Prevent Homelessness. The reason for that is because so far DHHS is the backbone organization. They are staffing this work and this body so they need to be part of that conversation so they know what to do and how to staff everything. It will include one public representative. I would suggest an individual with experience to be on this committee. The three commissions .

Proposed Committee Structure			
	Strategic Planning	Communications & Public Relations	Operations
Purpose	Oversee planning efforts and ensure alignment with goals and progress towards outcomes	Educate and engage broader community	Oversee implementation of housing and services system
Key Question	Are our collective efforts making an impact (where it needs to)?	Are we effectively communicating the work of ICH and the needs of the people we serve?	Are we providing effective and efficient services? Are we meeting the needs of our consumers?
Membership	Chaired by ICH member, elected by peers	Chaired by County Council member	Chaired by Chief of Services to End and Prevent Homelessness
Working Groups Subcommittees	<ul style="list-style-type: none"> Resource Development Performance Review (monitoring) Allocations (ad hoc, makes recommendations directly to Exec committee) 	<ul style="list-style-type: none"> Ad hoc around major reports to public, events, etc. 	<ul style="list-style-type: none"> Coordinated Entry / Written Standards Data (HMIS oversight) Population specific (i.e. youth advisory)

Susie: There was an initial thought that the Performance Review Committee would be reporting to the Allocation Committee.

Jill: Typically, how that works is that when you are doing allocations and ranking review for federal funding you want to pick objective criteria that is informed by performance data and the performance review committee is responsible for looking at performance. So they would create a report that says project A is meeting these outcomes and not these outcomes and they are doing this so here you go allocation committee this is this project's performance you should factor it into what the funding and how to commit.

Susie: I just wondering that we do have a performance review committee now.

Jill: Right so it would fall under the Strategic Planning but it could be a standing. This is just out there.

Amanda H.: The idea is that we would still have those sub-committees. They would not go away because they are still part of this. They are just underneath.

Jill: Does that make sense, Susie. It is still an actual committee but it is underneath the Strategic Planning Committee.

George: So there was an earlier slide that was attempting to make clear to the commissioners what is the CoC which is the whole enterprise. What is the CoC board which oversees the whole enterprise which is us the Interagency Commission on Homelessness. What are these technical terms that means the entity that carries out the work under HUD guidelines. So, that was helpful. What we don't have before us right now and what I am completely confused about is what is the current committee structure. So, we have before us. Well I think I am just going to say it I think I am a fairly sophisticated participant and I have no idea. I don't know what the committees are, I don't know when they meet and I don't know what they do. I am surprise to know that the decision has been made that I did not know about. I can give you an example.

Amy: Would it be helpful if we had a before and after organization chart that laid out the committees and how we are organized right now and what is being proposed.

Georges: Yes.

Jill: Including the working groups. So I know what is in the governance charter but what working groups.

George: Reference has been made to the allocation committee. I don't know what that is. I don't know how it was created. I don't know what its charge is. So, it is hard for me to respond to a proposal to reorganize the committee structure when I don't know what the committee structure is.

Amy: So, we will prepare the organization chart both before and after to also drill down to that level of specificity so that people understand the committee structure.

Jill: Yes, a before and after makes sense.

George: An additional question was it your expectation and I am asking you Jill although I don't know if I should be asking you but since you said it. I don't mean to pick on you. I hope not but again we are

certainly dealing with a basic question, who is charge who makes the decisions? Are you a facilitator, are you a presenter or are you a decision maker?

Jill: I am not a decision maker.

George: Okay, but you are making your recommendations which are very close to decisions. So, with the allocation committee under your proposal which is before the body even though no motion has been made to place it before the body but we have a graphic with a school bus on it.

Jill: Okay, technically there is a difference between a proposal and a proposed recommendation.

George: May I finish my question. May I finish my questions. May I finish my questions.

Jill: Well, I just want to clarify that.

George: Okay, I will yield and they you can clarify. May I conclude my question and then I will be done.

Jill: Okay.

George: Is it your vision which is laid out on this slide with the bus and everything else that there would also be in addition to these committees there would also be an allocation committee that would continue to exist?

Jill: No the allocation committee would be ad hoc and would be under the Strategic Planning so it would be a subcommittee or a working group whatever language that makes sense. I think currently right now it is a working group or a subcommittee. I am not sure of the language of the allocation committee but it is ad hoc and is pulled together when it needs to be. That is typical for all communities.

George: I only observed and I am trying really hard to understand this and I am fairly confused.

Jill: Are other people pretty confused? Is the committee structure confusing?

I think it would be helpful to see what we are comparing to.

Jill: A before and after.

He is right there is no way for us to judge if this would be a better situation for us if we really don't know what it looks like now. Unless you are on one of the committees.

Brian: I think this is very clear but I agree we need to see a comparison of what it is like now.

Jill: What it is like now? We need to know what it is like now? That is an issue we need to know what it is like now.

Abe: I think this is helpful. I would put in a request for is a slide that says basically these are the major strategic goals and outcomes. Whatever the strategic plan is 3 or 5 years. These are the major annual goals and outcomes. These are the objective and these are the action steps. Then fit in where the committees are in turns of supporting or carrying out certain action steps or objectives or goals.

Jill: Do you know what the goals are?

Amy: I don't think we need to answer. I think we need to do the current org charts with a certain amount of detail so that everyone understands how we are operating now and then what is being proposed. Then bullet points to compare and contrast. Having served on a number of these sub committees for over a decade before the ICH, I am familiar with I What Abe is suggested I think a lot of that is our strategic plan. We had it divided up by all action steps and which committee takes the lead on that. So we have what we need think we need to recirculate that. If it need another level of detail we can do that.

Uma: Can I just make a suggestion, please. I am just going to say this, in light of the level of confusion and asked. I am going to suggest that we do all the things that Amy has said to capture what is going on right now put the new structure in place. I would suggest that the ad hoc meeting scheduled on the 3rd to be pushed back. And an in-person meeting, if it takes us into September so be it, be scheduled. Slow it down a little bit, where we have an in-person to answer the questions. I don't think we can conclude this by email or by telephone. It is too complicated.

Brian: I think we should have the questions sent to us in advance.

Uma: Exactly.

Brian: Focus the discussion on answering just those questions.

Uma: So there a little bit of homework we all need to commit to doing as well. I am just going to say if we all can commit to getting this material prior to the meeting. Reading the materials and reading the questions prior to the meeting than so that to the extent possible we can go down the questions and answer them. Than the discussion is on the issues that still remain to be resolved or there are questions that we did not answer or the answer felt incorrect. That is the same as being unresolved. My worry is that and I understand the urgency to pushing the legislative while we have people around. I get that. Absolutely, before the whole thing turns over but if we rush too fast and people are unhappy. Then the whole thing will start again under a new administration. I really feel we should take the time to get it right the first time. I mean the second time. If everyone is committed to that we will send out dates in September. Early September from the 1-15 or around that time frame. August is vacation time and people may or may not be hear. I want to have full participation so we can get this done. If people are okay with that. It will push our timeline back a month. It is okay. I think it will better serve all of us

Amy: Thank you for that.

Uma: Is that okay, Amy.

Amy: Yes, It is on the bottom of our agenda. Our next ICH meeting is Wednesday, September 12 from 3:30-5:30p in this room. That will be our next meeting instead of scheduling another meeting.

Susie: Can we start the meeting at 3:00-5:00 again like we did today?

Amy: 3-6

Jonathan: I think that 3-6 does sounds realistic, though. We have to lock in and work through this.

Brian: We have to agree to the questions in advance and stay discipline to those topics. Even though our favorite question may not be there. Still stay discipline.

Amy: Will someone please add the new time to the calendar invite and sent out the calendar invite.

Clarence: I don't know if I had my hand up first but I want to make a comment.

Amy: I don't know either.

Clarence: I don't know what is on the table for the next session. I think it is important that we have a sense of where we are going to end at the end of that discussion. So my question on the table is are we going to talk about structures and how we may or may not make changes to the structure. Or are we going to talk about the form because form follows function. I want to make sure we are focused on what we are doing and not just the structure under which that take place. I think it is important that we come out of this with an understanding that we are building something that is going to do a better job of doing the work of this commission. To me that has got to be the issue. Whether it is a question about who is around the table, what committees are set up, what our goals are or how we revamp those goals in order to be more in line with where we think we are going now. I think we need to have that worked out. Let's walk through it. Even if we have to go back and revalidate what we have agreed on but we move through it with everybody. So when we get to the end we are some place where we can say now we are able to go to work. Otherwise, it looks bits and pieces. Where we are running over there and running over here. It never comes together for me. It is hard to really get excited about it when I don't see it coming together.

George: Yes, I agree as well. I would tend to think that the role of the committees ought be more specific again like Housing and Employment. I am concerned that the more broad, overarching and vague the title of the committee is would make it difficult for people to get their teeth into and participate. I agree that there should be an Executive Committee and I think that the structure that has been proposed makes all the sense in the world. I don't particularly care for the other three. I think they are too unclear and there will be a lot of overlap. It is not clear which decision is assigned to which committee. So, I am resistant to the other three but I agree with the Executive Committee but.

Uma: George, when you say these three do you mean the working groups?

George: I mean Strategic Planning, Communications-Public Relations and Operations.

Eneshal: I thought odd with everything I am reading is that I don't see homelessness in anything. So, I could be looking at any PowerPoint and saying "Oh!." I think it is odd and I think that is what is going on in our group like there is never a key word association with homeless. So even to me I think that is why there is a big disconnect in here. Because in the presentation, every time I am here, I have only been here a few times, but what I am saying I don't see the actually word homelessness anywhere as that being the actually first function.

Brian: Jill, may I make a suggestion that we take the remaining time, in an effort to better prepare for the September meeting, to try to develop the list of questions.

Uma: Sherly has had her hand up.

Brian: Please, please.

Sherly: So, I am going to take advantage of getting pass the hump. Thank you, Sir. With the structural planning you do have a measurable place you try to go to and you organize the structure. It doesn't

really matter if the committee are structured to get us to some place. Clearing the strategic planning group the ICH chair is going to or it is going to be an ICH member and it might be the ICH chair. It has gotten be lead not by a council member or some other chief. I just want to throw into my little two bits for a question for the next time. I think that the Executive Committee cannot function outside of this group unless it has been delegated to and that delegation can come through an electronic process whatever. Because you could end up with, I hate to say it, but a runaway Executive Committee and why do that, right. So it can be delegated and I think we should make the decision that before we met again we should delegate to the Executive Committee to deal with the process. It cannot be broad and it should not be frequent because I think it will make the governance board dysfunctional. The other thing I would like to see is we need to have an at-large member on that committee that is not a chair of something but who is a member of this group. Who is the kind of individuals with a personality...

Brian: On which committee?

Sherly: The Executive Committee because the Executive Committee is a powerful group in your committee structure.

Brian: A kind of check and balance. Someone out of the committee an individual who is not a chair or vice chair.

Sherly: A public person, homeless person or a formerly homeless person. It could also be another formerly homeless persons who is on this Committee. You need to have someone who is an at-large member of the Executive Committee that is from this group so it is not just leaders. Because leaders jump in to the "Boo Hoo" frame and why you don't have homeless languages is because this group for me—I am sorry that Amanda is not here to tell me she disagrees, because she can—this has been a political process not really a structural process. So, if we are going to combine it we need to structure it so we can be more into the political and a little pea way because a big pea way is about money. My last comment is we need to clarify what resource development is because that will dictate who sits here and how we position ourselves with the County Executive, County Council, HUD whoever. I think that needs to be clarified. So, that is my only recommendations.

Brian: That is a good one. So a starting point for the September meeting is structure of committees and clarifying roles.

Uma: May I offer up one question maybe, Sheryl, or maybe it is a comment I am not sure. I was struggling when you said there isn't an operational tie in to the work of this commission. I felt the work that we have done both in the turns of both the submission of the CoC application, the work we are doing on both the Veterans and the chronic have been operationalizing in many ways the charge and the expectation. We have not been without some success, right. Whether this group is working optimally or not I feel that there has been a very strong operational and imperative that we have all worked under. The fact that there are places to make improvement and the fact that we are actually coming upon a very challenging next roll which are families and youths to me makes it critical that we figure this out. This disconnect that we are experiencing but I don't want to walk away today with the sense of either failure or only disconnectedness. Maybe there is a bit of defensiveness here as the department that has been trying to back up and support this work. I wanted to clarify that.

Sherly: Let me clarify it for you. I will send this article to everyone on this group because I work with my team about communications. The Art of Communication. So for me, critique is how I get to knowing what it is I want to have happen. Critique. In other works critique is the way in that conversation to get to what I want to advocate for. I have been sitting at this table for all these years as a youth and family

representative. So my experience with this is from that narrow view and I am not critiquing what has happened with the singles, the veterans or the chronic. I am not critiquing that. But I have been sitting here for years with children, youth and families. The Council folk know it I have been walking around forever and I have been doing it narrowly and now it is becoming from my perspective operationally. I am anxious about how we are going to approach because I have seen how we have been avoiding that. George and I have had that conversation. Because we have gone from the low-hanging fruit and we have followed the federal criteria. But, I have been sitting here with children who are being delayed and go without housing in this rich county for years, Uma. I see their faces, Uma. I know they cannot go to school and they are hungry. I know their parents. I know it and it is painful. How many kids in this rich county has lived in squalor in and out of the system. I cry about this. I get to critique it, Uma, so I can understand in my critique your feedback. What am I going to advocate for? Where should we take a positions? What am I going to feature on my website? What should I blog about? American loves children we are loving the boarder children. We have boarder children right here. Who are hungry and I cannot get housing for. We boarder children who are not babies. They are 15 years old who I cannot find housing for. The critique is how can I help the children that I have spent my life advocating for since I was a kid. That is all I am saying. It is not a critique of what you have accomplished. Don't take it personally.

Uma: I did not take it personally.

Sherly: These are black children.

Uma: Yes, you and I have many conversations over the years, Sherly.

Sherly: They are black children, Uma

Uma: Yes, and poor children.

Sherly: Yes the majority of the families are black.

Uma: Yes, Sherly, they are black. I get it.

Sherly: Why, Uma.

Jonathan: I think as a group I am interested in outcomes. I am interested in us developing the strategy to tie to the metric and monitoring both to improve outcomes whether it be for adults experiencing homelessness and youth experiencing homelessness. Because MCPS has a significant role to play for youth who are homeless making sure they have access to schools making sure they are being supported and making sure we are making connections to HHS and other providers as soon as we find that information out. In this conversation I wonder because there is so much passion around this and rightfully so I wonder whether we build in a dedicated opportunity for people to engage in that passion while at the same time we also do our best to build an a agenda and follow an agenda. You can't do both. Steven Cubby says "You handle things efficiently. You handle people effectively." I just feel that if we continue try to do one or the other we are going to miss something. Folks we don't have unlimited time to come to this meeting and get things done but at the same time we need to carve out space and opportunity for the passion which drives most of us in this room to have an outlet. Just my thought.

Brian: If I can take that just real quick. For our September meeting, I think that falls under structuring the meeting. Try to take these great suggestion that are detail oriented and keep them high level.

When we talk about structuring the meeting, it is not about who sets the agenda but it is about what we talk about.

Sherly: My passion is urgency.

Brian: One question for everyone is the metric. How comfortable are you everyone in this room with the current metric? Are they accurate, wrong? Are we using the right method?

Uma: Not now. Don't start that conversation now.

Jonathan: The only reason why we should not start that conversation now is because we do not have the time to appropriately address us and we do not have all the data in front of us.

Brian: Should that be on the September agenda or no? Or is that something the ICH takes up later? I know we are not talking about it today.

Uma: If I may just offer this up. I think first we got to get clarity on that which is before us. Get clarity on it. Make sure we understand it. Book time for the dialogue as you said. Book time for the discussion to understand the structure that is being proposed. Then, I think what will be helpful in September is to at least get a set of the metrics that has driven our work until now. There is a set of metrics when we are participating in these initiatives to get to functional zero, there is an approach, a methodology, and certain targets and outcomes that we have to track. Let's at least put those forward and see would they look different or be the same for families, children and youth if that is the next body of work. We may not get to all of it even with the 3-6. We have had a lot of discussion and I anticipate we will have a lot of discussion in September. We need to be okay with that. So I am just saying, we may circulate the measures. We may not have a discussion or end in a place when we are in complete agreement on those measures in September and that may be the conversation that has to move to the next meeting. I think we have to be open.

Susie: There are a number of people who have been raising the hands.

Brian: It is my point of view.

Susie: Actually, I am referring to my neighbors. I think that it would be helpful in the future to have a code of behavior for this group. I don't mean anything beyond civility. I think robust conversations are great but I do think we need to realize that we are a group.

Brian: That is why I was turning to this side.

Susie: Thank you, Brian. Turn to our Senator.

Craig: So I guess the only other thing I will ask when we are at the next meeting and doing the comparison between the current committees and the committees that are we want to create, what are we trying to fix and how will it be different? Because I don't know. I guess it comes back to what Councilmember Leventhal said at the beginning in terms of where we come from. Do these committees have chairs?

Brian: Yes

Craig: So, we will make an effort to make sure that all of the chairs are at the next meeting.

Brian: Yes

Abe: I am going to add. I know that I sound like a broken record. One reason that I am excited about this commission is I think the accomplishment around ending veteran homelessness is something to be very proud of and being at the crust of ending chronic homelessness is something to be proud of. It is very excited to be pivoting now as I understand that I was at this very special memorial service for homeless folks who have passed away. It was announced there that this body is going to pivot now to family and youth. It was announced that there are 606 families and that includes 1,500 children. This is going to be a major multi-year endeavor. And again I may have missed it but it strikes me that there is a passion

Uma: Excuse me Abe. I just wanted to say thank you to Jill. She is trying to facilitate us. We are getting there. It is all part of the process but thank you.

Jill: I just wanted to say that I did put my email up there. If you guys have any questions or comments why did you put that up there, or that, or this. We can talk about it.

Uma: I am sorry, Abe.

Abe: I just wanted to say with a multi-year endeavor coming up you may have already gone through the strategic planning process to set the goals and objectives for serving families and youth and have identified the best practice strategies to accomplish that. I do know that I have been a little frustrated because I have tried to get the data on our most recent, if you will, mini strategic plan. The data on how many veterans are still housed? How many veterans were the strategy of permanent supportive housing was utilized verses rapid rehousing? Which of those two were more effective? What does the data show? Back to Susie's point, I understand that there was a strategic decision to phase out transitional housing. Is that because the data supported the notion that it was less cost effective compared to rapid rehousing or forms of permanent support housing? I think that this kind of outcome measurement and data analysis is going to be crucial and I would propose, this is important, but I would propose that at least concurrently or maybe even first that we do the strategic planning around this next multi-year endeavor of family and youth.

Susie: My quick point, I would like us to continue the conversation we had earlier about the way the non-profit providers can contribute to conversations in a way that, we don't want to influence funding decisions, but I think we are an important piece of the puzzle in terms of knowing how programs are implemented knowing the reality about client space. So, I would love

Brian: I may try to wrap up what you said, Abe. What I here there is that our priorities should not dictate our structure but our structure should dictate our priorities. Is that simply stated. If we don't know what our priorities are how can we structure the organization. How will we know what our metrics should be? How can we put committees in place? How can we know what the metrics can be? Let's start with our priorities...

Uma: I think we know....

Brian: No! That is what I have been asking you. That is what I have been asking you.

Uma: I agree but I am reacting to I think we know. We have been talking about the same priorities for some time.

Clarence: We get a chance of get everyone at the same place.

Brian: Summarize. Confirm.

Clarence: We may need to revalidate. We are not bound by the fact that we have put some stuff on paper before. We are responding to today and what we think tomorrow is going to be. This is an opportunity....

Brian: Yes, let's just make sure that everyone knows what our priorities are. Validate is a good word. Great suggestion. Anybody over here.

Christine Hong: Is it okay?

Brian: Absolutely.

Christine: As someone who has been to many CoC committee meetings, I think ones feeling of membership in a group or committee is very much dependent on their ability to being able to contribute to the agenda or set the agenda. I would just hope that the committee structure would continue to reflects that. I think it is important that those who are close to the work continue to have a voice and are able to contribute to the agenda. So, that we all feel heard and that we all feel that our community priorities are reflected in the agenda and that we all can comment on them in meetings like this and in the committee meetings.

Amy: I think it is critical and we have had conversations before because there are so moving pieces and many committees and meetings that are happening. How about a quick reporting out because that has not been happening. When you have your 90 minutes to 2 hour meeting, within the next hour, just take bullet points. It does not have to be full minutes, just bullet points. So that the full ICH and whoever else understand what was discussed. This meeting took place Tuesday afternoon from this time to this time and this is who was present and this is what was discussed and if you have any questions send an email to so and so. I think that kind of information will make people feel more in the loop about what is happening because there are lots of meetings happening and lots of conversation happening. We are trying to have to conversation to figure out how we can better structure all of that and how we can better structure all of that and make sure all the information is being discussed in the appropriate fashion and being shared with the appropriate people and being feeding out to everyone else.

Jonathan: You know what just in an attempt to tie into that. The comment that women made in the back and the comment you just made. I look at this room and I almost think that this room kind of inhibits some of our ability to have the type of robust conversations we want to have.

Brian: We have two rows...

Jonathan: Yeah. I know we look for space free of charge and things like that and centrally located. If we are really interested in a constructive body to get things accomplished. I think we have to think how to utilize space. Maybe the room is okay maybe we need to organize it differently.

Enshel: Maybe a round table.

Uma: The only reasons was not having the back to the screen, really.

George: I would just like to restate that I am not in favor of this committee structure.

Brian: We will discuss that in September. It is on the agenda.

George: Okay, I want to follow up on Abe's comment. I was also at the memorial and I thought it was a nice event, it served its purpose and I thought it was valuable. And then Clarence announced at that event that there was a new campaign "At Home Together" and I did not recollect that it was brought before this body at all. I was taken back by that. I mean it was announced by the Director of Housing and it has a name that is being launched on a time frame and I am the chairman of the HHS Committee and I sit on the Fed committee and I have never heard of it until that event. I am a member of the ICH and I actually created the ICH. So that struck me as an observation which I have said many times that decision are being made and we learn about them later. Right up to this moment I don't know if "At Home Together" is for families or for youth or families and there is a difference. We don't have a youth strategy which I discussed the other day in a separate meeting because I am actually still a council member and we are trying to launch a youth homeless drop-in center which we discussed once here. The establishment of that really ought to be germane for a committee of this body. So, there are things happening in the homeless world that are not coming before the ICH. If I was not the sponsor of the homeless youth drop in center if I was only just a member of the ICH like for example Senator Zucker. Who I am incredibly curious and maybe we will follow up later what he thinks about all of this. My God, what have I gotten myself into? But, it is really important that a state legislator as part of this and it is actually in the law. If I was just a member of the ICH, I would not know what is happening with the youth drop in center. Which we did have one good discussion months ago. Stuff is going to happen. Much is happening. There is going to be a governance board and a youth council established but none of this is coming before this entity. So, I am troubled by that. It seems to me that the sub-committees, I know it will be discussed in September and I hope to be able to attend in September, but I think sub-committees will be more functional and topically and less broad, vague and overarching.

Brian: I think that gets back to Dr. Brice's focus on outcomes.

Amanda H: I would like to respond to the "At Home Together" initiative. This is in line with our goal to ending homeless for families with children by 2020. Which we all agreed to this and it is part of our strategic plan and something everyone should be aware of. That decision naming was made by the Communication Committee which is a committee of the ICH. I think herein lies the issue that we are trying to solve how can we have communication both ways. What decisions need to be made by the ICH level and what decisions can be left up to the Committees. I think it is unrealistic to expect that the ICH to vote on every single initiative that is in front that we are faced with in ending homelessness. We ought to be able to delegate that to Committees. In order to do in a way that everyone feels heard that they are participating that it is clear of who should make the decision we have to come up with a clear structure. We do not have a clear structure. It is not clear who should be making the decisions. It should maybe in the best case scenario was that this was a decision that the Communications Committee made the they sent a recommendation to the ICH and the ICH voted and approved. That did not happen but it doesn't say anywhere. It is not in our governance charter that says that is how it should be.

Sherly: Montgomery County has the reputation of being educated. Everyone knows everything and everyone has the answer. What I am concerned about is everyone here has kids and is form of family life. The expertise that is in the county is not being tapped into. The fact that someone from the Communication Committee; if, no committee, but the communication committee cares about vetting it with the full group it would be that group.

George: They are supposed to communicate.

Sheryl: You are supposed to communicate. If that committee did not know. It is not common sense. I am offended that that is the name. That would be not be what I would have suggested. We have kids that family is the worst thing that ever happened to them. I know you may not believe that but that has not been your experience. We have some youths that says that family is a toxic trigger word because they have been raped abandoned killed.

Brian: I would not know that. I would not know that.

Sheryl: We have homeless kids that are lying on train coming to this country staying awake because they are afraid that they will fall off the train and die. Running around this committee would be scared to death. Talking about family, he has no family.

Amanda H: May I clarify, though. The "At Home Together" initiative is not about youth. It is not our youth initiative. It is for families with children. We will have a separate initiative and a separate roll out and a naming strategy for youth. We recognize that it is different and will takes different approaches. The name will be different. You are absolutely right. Just to clarify it is two different things...

Brian: Let me just suggest something. This points out a weakness in our committee structure. Because I think that our committees are in focus and talk to the other a lot and we know the purpose on the committee level. We don't know how the committees reports to the ICH. We have never written that down. We need at our meeting to talk about what are the responsibilities of each committee to the ICH as a whole. Does everyone agree with that.

Amy: I think there is homework to be done between now and September. I think that is part of the homework for the county staff needs to draft that organ chart and tell us how we are currently functioning. Tell us who are the co-chairs and who the members are and how it is currently playing out. And then talk about the proposed new structure and the proposed new vision for how we can do all of this better including simple things like within an hour or two after the meeting just sending out bullet points so that everyone knows that the meeting happen and what was discussed.

Sherly: It is called a consent calendar. What you do is you send out before a meeting like the stuff you send out to us. It is a one sheet that has each committee's actions items that they have agree to do and it comes here and if no one has a challenge and if someone wants to discuss that. It could really be expediated and take 5 minutes of a committee meeting where they report it out. No one has a problem with that. It is simple.

Brian: Done. It is simple enough. It is done. We can do that.

Amy and Amanda are both talking about the same thing. What I am sensing here is as part it looks like a clearly composed super graph and all the subject matter work and the people that I imagine many of us show up to these meetings because we have an interest in the subject matter and it seems to be housed in an ad hoc sub piece of operations. Now, that might not be true because we don't have a map of what things look like now. This is not even super close to final. But when that doesn't happen what can happen and I have seen a lot of sub-committees is you get a lot of in-fighting because no one get a chance to expressed some sort of final consensus about what is coming out of the subject area. So, for family if people don't feel that they had the opportunity to speak about it whether they were there or not people get frustration and say "Oh my gosh what is this new things. Is this youth related? Is this a youth plan? Is it about families?" If we can have a structure to support that stuff up and it is good we

are trying to organize that it becomes cleaner so that when we all get together we don't have the fighting because the subject matter experts have discussed it and we don't have to get into the minutia of it because it has already been discussed and talking to us who are not subject matter experts it is not so complicated.

I have a quick question. So, is the ICH designed to function like the other commissions that the County has, like the Commission for Criminal Justice, Commission on Children Youth and Families? Is that how it is supposed to work?

Amanda H: I am going to try to explain. I think we are a little bit different in the fact that we are governed by HUD. We are the CoC governing body that adds another element. There are certain things that we must do that we are required to do. In that respect we are a little different

I know I am not a member and in all due respect I appreciate everyone feedback. I was a member of a commission and we had a representative from HHS to guide us. I think part of what I struggle with sitting here and I know we have requirements from HUD but there needs to be real ownership; with individual people taking ownership for this commission. It is not a part of housing and this is a separate body that everyone is able to contribute to. I think the discussion that is happening here is really a distraction from the real issue. The real issue is people are homeless in Montgomery County and are hurting because they are homeless. They are African American and Latino predominantly . I don't think all of us get it on what that feels. I think we need to move on here so we can be less distracted and focus on children and families. I think you as the chair and vice chair have to set goals. Amanda and Uma should be consulting with us as to what we should do. Everyone on the committee should be making decisions on priorities. What are we doing and where are we going? I am very upset about this homeless issues because I have these kids calling me. I am kind of disappointed that we cannot all come together to make a decision.

Brian: I think we all are. Please come back in September.

I will be here. That is my point I am disappointed.

Abe: I understand quite clearly now that we are going in the direction of housing families and that is going to be a multi-year process. I am still a little unclear on the separate initiative for youth. Is that going to be concurrent with the family initiative or are we going to first do the family initiative and a year from now or two years from now start the homeless youth initiative?

Uma: The way things have evolved, we were doing some things subsequently but there is a certain urgency that has been expressed by the community. It is likely that families and youth are going to move in tandem to each other. The question and anxiety for us is families. Because doing it and doing it right requires a certain investment of resources and capacity. So while there is interest, there is stuff that has already started on the youth side with funding and a certain set of activities. There is also simultaneously interest in moving on the families. The urgency that Dr. Chapman has expressed continues to be there is weighing heavily on all of us. There is definitely these two we have committed to and we have had a approach which has had success attached to it. There is a blueprint with a variance with the populations that we are attempting to assist. I think the challenge for us is how do we do both with vigor and fidelity and commitment. They are both very big task. They will not be exactly aligned simultaneously but the attempt at least at the moment is to embraced both as unfinished work that we must address. The other thing that I would say and I have been at this a very long time and underneath everything in many ways there is an underline core of poverty that we need to talk about. If we don't address it to get to a self-sufficiency wage as a standard in Montgomery County we are just

circling back to workforce competition that we struggle with all the time. I am hopeful that as we reset these expectations for families, youth, and single adults that we come back to the discussion. I just want to say as we do this that we don't forget that there are many other pieces of works that intersect and directly influence the work we are doing around homelessness and we do not have to recreate the wheel on everything. We sometimes think that we are an island.

Stanley Siedel: So how do we get an act of God to start together a website in Montgomery County.

Amy: A starting a website?

Stanley: A website that connects it networks all services for Veterans. But my point is not only veterans benefit from this website because what they do is connects the resources throughout the DC metropolitan area. To me that is where we need to go as a group. Homelessness is not just homelessness it is unemployment, it is poverty, it is drug abuse, it is a whole slew of things. Where do you go to take care of all these different things. It is not just one thing. It is 5 or 6 factors that hit a person at one time that you have to address. Hey address them at different time but you have to address it. I see many homeless veterans get housed but guess what in 3 months they are homeless again because they are still drinking. The second thing we also have and this is where I get frustrated because we have resources in Montgomery County but we do not look at it. So I talked to Easter Seals who is running a Veteran staffing network, a staff agencies devoted to veterans, it is now nationwide. Now they are running staffing for people with disabilities. Why are we not running a staffing for people who are homeless. If you can't prevent homelessness what you can put them in a house but you have to got to have something to look forward to. I tell people the goal is not being employed what is the goal that you want to consider yourself a success. Anybody can find a job but retaining the job that becomes the important part. So, I get frustrated and I feel that I am wasting my breathe somethings. Employment is a key component. The workforce is not the only issue it is going to be micro enterprises. Getting funding to allow them to operate their own little business. Some of the homeless people cannot work around other people.

Ensesal: They cannot work around people. It could be anything. A trigger point. I just saw this girl that got fired the other day. She got fired because she did not talk loud enough. That is what they told her at Wendy's that she does not talk loud enough.

Stanley: There is an organization out of Frederick that is called Service Coordination and they actually assign a case manager to people with disabilities. It is a non for profit. We should be doing the same thing.

Yes, I want to follow up on what Stan is saying. I think this intersectionality is a really important issue that we heard in different pieces and components of conversation. I could tell you in my work in the last couple of months I have had program staff coming to me looking for external resources because that is my responsibility is to determine how can we feed clients especially our clients in permanent supportive housing. So they are all connected to Manna but for a litany of reasons it does not work for every single client or other food pantries. So they are looking to me. We have volunteers and we have other resources where to make sure that our clients who are in permanent housing but they are still hungry. That is not working and employment is not working. I have other clients from other programs in in permanent supportive housing who are trying to age in place and they are looking to me because they need CNA care. How can I figure out a way to fund that and other resources. I think this issue you are bringing up having an intersection of systems of care is something that could be brought here. What could a system of care do to respond to all these things. This is not a problem unique to NCCF. Once they are in housing how can we get them to move forward.

Amanda H: I think this has been a very good discussion and all of these issues are important. For me I think there has to be a method to addressing them. There has to be someone to do the work. I hear when I come to the meeting and hear all these great ideas and all these things that we should be doing and I think who is going to do that. I only have a limited amount of staff. Having the structure in place and the mechanism to get the work done involves all of us. As has been mentioned before we are leaders and there needs to be a shared sense of accountability. So if we can come up with the mechanism for doing that I think we will be able to accomplish a lot more. Instead of relying heavily on DHHS to get all the work done and no body wants them to do all the work anyway. Let's share in this.

George: Sure, I think that reemphasizes this under this proposal it was expected that DHHS staff would provide the support and the administrative functions. So, whether these committees are the committees that move forward or whether instead there is a committee on youth, a committee on families, a committee on employment, a committee on housing, and a commission on veterans the staff support would be the same. What I hearing around the table which I think this part of the conversation is pretty rich people bring to this their own expertise and their own the sense of urgency. The sense of urgency will differ based on what someone's personal history is, their professional affiliation is, how they earn their living, what organization they work for all those things. So, the ideas will bubble up and the work will get done based on people's sense of mission. The specific the task the more people feel like they are having an impact so have the. I don't have any objection to the "At Home Together" campaign. I don't mean to harp on it but as we were preparing for the meeting today it just struck me that the current structure is not fulfilling its purpose. I don't mean to harp on it but if commissioners and in particular this commissioner, this somewhat special commissioner, did not know about this then the commission structure is not working. That is a valid point. It is restated. Had there been a sub-committee of the commission working on the "At Home Together" campaign and we were told that if you want to work on families the "At Home Together" group meets on Wednesday and at this time and place and here is their report. I am just restating what has already been said but I think that does provide a much more functional structure than what we had to date. The other thing that I do just want to state let us all assume that this is all voluntary. None of us has to be here except maybe Amanda and Uma has to be here despite the fact that the law says we have to be here. Some of us opt not to be here. So, let just agree that we are here because of a deep passion and abiding commitment to addressing homelessness. Let us all agree that urgency is well place. That people are in crisis every day and that there is suffering and we are committed to ameliorating suffering and that all of us are committed to that. It almost bare stating but it bare stating. There is no need to repeatedly assert for any of us around the table "I really care about homelessness." Absolutely, otherwise you would not be here.

Brian: What we are talking about is for the next meeting how do we channel all that enthusiasm and passion around the work.

Amy: So, we are on the hour 6:00 and thank everyone for coming and commended feedback and there is a little bit of homework while it is still fresh. Tonight or tomorrow, If you have any additional feedback or want information, please send an email to Nili.

Brian: We will send out a sample agenda for comments and finalize that when we have a consensus.

Amy: Thank you Amanda. Another piece of homework is please look at the governance charter and provide feedback. We will make sure the strategic plan and the organization chart are circulated.

George: May I offer a compliment. Something that worked really well. I appreciate being nagged regarding the survey. That was very effective. Thank you.

Next Meeting Tuesday, December 11, 2018, | 3:30-5:30 p.m. Location Rockville Memorial Library, 21 Maryland Avenue, 2nd Floor Conference Room.