



Priority Area – Governance and Implementation

STRATEGY	ACTION	YEAR					LEAD
		1	2	3	4	5	
1. STRATEGIC PLAN IMPLEMENTATION: <i>Implement the strategic plan through the Kenai Peninsula Homelessness Coalition.</i>	a) Create annual calendar of activities including all Coalition and workgroup meetings.	x	x	x	x	x	Jodi
	b) Develop annual workplan using strategic plan framework.	x					Denali
	c) Establish roles and responsibilities (organizational & individual) for developing and implementing annual workplans	x					See 2B
2. DECISION-MAKING: <i>Establish a formal organizational process to carry out the work of the plan and consider key decisions collaboratively through the Coalition.</i>	a) Establish working groups or committees within the Coalition to carry out work in the priority areas.	x					Tim/Kathy
	b) Develop an organizational structure to guide the Coalition's work.	x					Tim/Kathy
	c) Agree on a decision-making method at the Coalition level and at the workgroup level to guide the work of the Coalition.	x					Tim/Kathy
3. PARTNERSHIPS: <i>Expand KPHC participation to include strategic local and regional partnerships.</i>	a) Map stakeholders and identify who should be at the table.	x	x				Winter/Cheri/ Leslie
	b) Identify funding gaps by considering where the Coalition may not be utilizing funding collaboratively.	x	x				Last half of year
	c) Develop a strategy to work with the school board, local city councils, borough assembly, and state legislature to include advocacy, alignment with existing strategic plans, and ways to leverage funding opportunities.	x					Last half of year
4. LONG TERM: <i>Evaluate and consider the best alternatives for the governance of programs and facilities for homelessness on the Kenai Peninsula</i>	a) Develop a funding strategy to support the Coalition's work with a timeline for the next 5 years		x				
	b) Work with Coalition members and funders to hire a housing coordinator who could provide administrative support as well as work on data coordination and long-term plan implementation.		x				



Priority Area – Governance and Implementation

MEETING NOTES

2.16.22 1PM-2PM

Present:

Abby Ferrer

Cheri Smith

Dave Carey

Jodi Stuart

Karen Martin-Tichenor

Kathy Gensel

Katie Cowgill

Leslie Rohr

Tim Navarre

Winter Marshall-Allen

Facilitated by DDA team:

Denali Daniels , Elizabeth Shea, and Jack Darling

1PM start time

Abby Ferrer - new member of Coalition and committee - introduction

South Peninsula Behavioral Health Center in Homer. New community navigator focused on youth homelessness aged 16-24. Passionate about solving homelessness at all ages.

Denali - The Why of this group:

We needed an advisory board to oversee our work and the work of the strategic plan. We called them the leadership team (LT) but sounding board may be a more appropriate term. Considering long term decisions that can be made now, identifying others that need to be taken to the full group.

Governance & Implementation Priority Area Action Plan

One for each of the 5 focus areas. Other groups will go through a similar process. Your group has a unique role in overarching pace.

This is organized by strategy. If I were to pull up the framework you would have priority areas, then under that are 4 strategies. Under each strategy are actions. First walk through and talk about what happens each year. Keep the action plans outside of the strategic plan so that we can keep flexibility. Go through all four and then come back in a subsequent meeting to map out the work by quarter. You may decide a different increment but quarterly is typical. Then we'll take all our plans to the full group and there could be some realignment.

Each year an annual calendar of activities - I recommend moving forward with this unless there is disagreement. How have meetings worked in the past? Can someone who has been a part of the coalition longer than me describe how this has worked?

Coalition meets quarterly, then as we get closer to PHC in January there is more frequency with the Coalition plus other groups involved in PHC. There is crossover.



Priority Area – Governance and Implementation

Is PHC officially part of coalition? Yes. Can someone talk about this?

Jodi shared an image to explain the structure.

Leslie: CWS shelter development group has been a subset of the coalition - Coalition and CoC are one in the same, we need to decide if it is one or the other. There are several committees that fall under that. One being PHC the other being shelter development, consistently.

Jodi: Has been as a subgroup of CoC, not to supersede the CoC. As you can see from the image, we have a funding portion.

Abby asked about shelter development group, has it been meeting and doing work?

Leslie: Yes without much success until late last year with first step. However, we can't stop working on shelter needs because 22 beds doesn't put a dent. Guessing that would fall under Facilities work groups.

Tim: I see the Homeless Coalition as becoming a legal entity. The others aren't. even the CoC. The Entity, whatever it is, needs to be a legal entity so it can own the property. A 501c3 like bridges. The CoC was created because necessary to receive funding by state. When issue with CWS need a legal entity which will solve issues of ownership. Bylaws that Kathy supplied and whatever name we give the legal entity. Could be two entities, one for operations and the other for ownership. Needs to include membership from all over as part of the board, portion is elected regularly.

Cheri: He's correct when he says that CoC is state requirement, it is also federal. Any funding for transitional, permanents supportive, or emergency, homelessness assistance, there is a HUD requirement that they are a part of the Continuum of Care. It's different in every state, in Alaska, everywhere outside of anchorage is Balance of State. It is a given, one must be a part of the CoC to receive this funding and provide these services

Leslie: Cannot separate from the CoC. Brian Wilson would be here but is at Dentist. Other communities are in alignment and we can take after their

Jodi: I'm fine with Coalition being its own nonprofit. Coordinated entry plan is in my mind what is communicated to Coalition for action. We have to include that aspect and similar to what Leslie and Cheri have shared, but that plan is part of the function of the CoC

Leslie: I think this may be a part of the data section, I use the coordinated entry information as I file for funding. Making sure there is equal representation throughout the peninsula.

Abby: How is data shared?

Leslie: HMIS

Abby: Who has access to HMIS data?

Leslie: Only those who submit data to HMIS will be able to access. Your org will have access since it is part of the CoC



Priority Area – Governance and Implementation

Cheri: DVIMS is separately counted, any HMIS that you see doesn't include DVIMS

Leslie: If those clients come to LoveINC for assistance and get housing placement, they aren't identified as a DV victim.

Winter: If those families aren't being rerouted to be counted, we are missing folks that could be counted and then we are also missing funding based on partial count of people, What are we doing to encourage those folks to seek services and "be counted" by the right program so that more robust funding can be granted.

Kathy: We are meaning to find gaps, and this was a reason for the strategic plan

Cheri: Just because we have it entered into a different system doesn't mean it isn't counted.

Many times, when looking into HMIS the searcher isn't looking further. I chime in to mention that it is often not thought of, we want to be sure each data collector is providing, including what they are collecting to the HMIS or collected.

Tim: reiterates desire to have Coalition become main lead agency for funding or matching funds for CoC dollars. I think PHC raises dollars, I don't know if it has state dollars.

Leslie: It has AHFC and state dollars.

Tim: It would be helpful if the one doing operations was different than the one owning the building or managing building aspects.

Denali: Where does this fit? Under strategies in this Area or no?

Deciding whether you are creating a legal entity, Blaine Gilman willing to work on paperwork for that.

Bridges holds the Nikiski shelter instead of the coalition

Winter: What we have discussed so far falls into box 2, I wanted to be sure we can get to the other strategies.

Jodi: Partnerships - we need to answer some of these bigger questions first so maybe that is year 2 or end of year one. Maybe by October / November of this year

Katie - when are we starting? Beginning of next fiscal? Now?

DD: Let's say we are in quarter one, going with quarterly pace of coalition previously

Leslie: I don't think 3C can wait, opportunity for a lot of funding to be designated for BoS that can't be given to us.

Karen: Probably all of this has to happen in year one, some may bleed over to year two but a lot of heavy lift in year one to start all of it.

DD: Can we realistically start all of it?

Karen: Perhaps we meet every 2 months to push our frequency and get things done

Jodi: Building off of putting all in year one. All are big chunky parts of this. We need to break them down into manageable bits. Apparently state legislation needs to be advocated but we wait on school board. Still building a calendar, quarter 1, 2, 3, etc. but pick apart the first 3 into manageable bits Karen I agree we have to meet more frequently or regularly, and we don't



Priority Area – Governance and Implementation

need to go by how it has worked in the past. Hopefully this helps to move along the fiscal agent step of the group.

2.22.22 2PM - 4PM

Present:

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Brian Wilson

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Jodi Stuart

Karen Martin-Tichenor

Kathy Gensel

Katie Cowgill

Leslie Rohr

Tim Navarre

Winter Marshall-Allen

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Brian Wilson, ED of Alaska Coalition on Housing and Homelessness

Before planning process. Rely on local coalitions to be our eyes and ears on the ground. I'll be a fly on the wall and don't want to hold up your work.

Last week we met with this group, one of 5 workgroups. Recap of LT purpose and current process.

What does success look like with moving the ball forward today with our work?

Cheri - can you pull up the list? We put a lot on our plate, and it seems hard to know where to start when everything is important. We need to back up a bit and queue up the items we can reasonably start on.

This group would like to meet several times to work out how to direct the work of the other committees.

Denali would ask that the larger group needs some communication regarding the other work groups, even if that is a month from now.

Karen: A number of these need to be on the list, wouldn't expect that they'd be done or fleshed out in a month, but rather a year. They are important, we need to address each item somehow, perhaps not necessarily fix or resolve issues entirely.

Tim: I like the idea of breaking into smaller groups. Himself, Kathy, one or two others, to create the bylaws for all to review, and for atty Blaine Gilman to write up. Then will know how many members, if LT, generally how we will proceed, and how many from each region. In some ways



Priority Area – Governance and Implementation

the cart has been before the horse - part of the plan has been to create the entity. Normally an entity already exists at beginning planning process. Need to create legal entity to work from. We'll all look at what Blaine writes, and move forward.

Denali: How do others feel about a smaller group to work out bylaws part

Cheri: I would ask Brian, with other CoCs, how do they go about governance.

Brian: I think it is extremely important to get pen to paper on how decisions are made, who makes them, and formalize the process and structure. This separates successful coalitions from those that fizzle off. All our busy or running own organizations, not primary job, so structure brings accountability in place, so systems can continue the work with others in place of someone who has to bow out. Task assignments, LT. This group here today is large and I think a smaller group may work better for governance. Is there funding for part time staffing of coalition? Solid coalitions are staffing part or full time.

Cheri: In order to get the plan off the ground, we are talking about giving direction to committees and membership. Hard to give direction when we ourselves don't have that in writing. Perhaps smart to form a smaller committee and get that in place. AS far as funding maybe Leslie or Kathy can talk about that.

Kathy: coordinator, roadblocks with borough, may be Kenai route. Governor's office today because I heard the state was going to have a statewide homelessness coordinator and a data manager in HSS. I have done some research on other coalitions, are they 501c3s, set up with state, etc. If you have bylaws or other examples of governance, you helped us get the ones from Mat-Su, would like to see others. Want to see representation from each region in the KP. 1-2 more people to work on this with Tim and I. Who is in charge of what, and how does membership work.

Brian - Creating a brand new organization like a 501c3 isn't the best necessarily, could use another org but still pursue grant opportunities in the community. Would want a really solid reason to take on the nonprofit status

Jodi: a little frustrated that it is like we are bypassing what is in front of us to instead work on bylaws. I had hoped we would go through the action plan and divide up the work among us

Denali: to me this is living in 2B on the action plan sheet. Do folks think we can do what Jodi suggested and move forward with actions/strategies while working on bylaws.

Tim: In a position where trying to get a coordinator but if the borough won't step up to fund a staff member, that holds us up. Another path is getting the assembly. I really don't want someone to come back and say, "I didn't know about that decision" and not approve. We need bylaws to move forward. 501c3 can really wait but we need a structure of who is in charge. We need legality in place.

Winter: Zoom breakout room for folks that want to work on bylaws?



Priority Area – Governance and Implementation

Jodi: group needs to be big to represent the peninsula. It becomes politicized or polarized one community against another. Don't want to lose sight of small group, unless we perhaps have leads and accomplish bylaws while still completing our action plans.

Tim: Hope to have bylaws done before March

Denali: Communication to full coalition, particularly other committee members. Slowing down, or they have kickoff? Clarity as far as what they are doing. We don't want to lose. Momentum but we also don't want things to go sideways because not on the same page.

Jodi: Volunteered to take on calendar.

Mapping out Peninsula

Kathy: we won't know what gaps we have until we get to that

Winter: I agree with that and want to ask about how the grant interacts with the current efforts to map, navigator positions. I thought one of the South Peninsula BH navigators would fit into this. Wondering how that grant money that we wrote fits in. Coordinator and navigator are so similar. South Peninsula BH has hired.

Abby: This is me 😊 I have very little understanding of how this works.

Winter: I was on the group that wrote the grant that funded your position. You'll help with how to leverage services. A navigator is a person to help plug in to access resources.

Kathy: all part of coordinated entry and organizations working together

Winter: Abby was hired for that position, right?

Brian: I can speak to this. Her position was funded through YDHP. Navigator position in Homer was meant to be a front facing client facing resource. Coordinator position for homelessness coalition is interagency work across entire peninsula, doing gaps analyses. Not necessarily client facing position but to be a nucleus for agencies to make sure that organizations, agencies are working together.

Denali: This is good conversation and relevant to the work plan here. It seems you have decision making and coalition. The three is the partnerships and building the coalition into something strategic to implement these priorities with the goal of coordination.

Jodi: Advocacy PHC, city council and assembly. Both meetings are building up to the big ask that ties back to the question of having support of coordinator position. Still trying to understand how all this fits together

Karen: What we have on our plate now, when we look at partnership and contacting folks, we'll have bylaws in place and we can show them our timeline what we have accomplished. Big push in having them on board.



Priority Area – Governance and Implementation

Denali: What must we complete in 5 minutes?

Dave: regarding other committees - let them know we are working on things, they are needed and necessary, we haven't forgotten about them.

Jack recaps last communication with full Coalition, which was February 14 naming who are members and that scheduling will begin at some point.

Abby: Folks that signed on to do bylaws, will they be doing that as homework and we'll go over next meeting? What is the plan?

Denali: I think they will come back with a recommendation - no framework yet. Abby raises a great point for those working on that group - perhaps there is an interim decision-making framework. While we don't want to keep adding people, we do want to resolve any representation issues.

Jodi: If we were to do a full coalition, we can start the quarterly schedule.

Leslie: Borough assembly is March 1.

Jodi: we could say every quarter the 3rd Tuesday of the month at noon

Kathy: that's what the CoC has usually done.

Jodi: Full coalition by **15th of (March?)**

Leslie: Set times for quarterlies, then build out from there.

Denali suggests fleshing this out next week - agreement.

3.8.22 4PM – 5PM

Present:

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Cheri Smith

Jodi Stuart

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Priority Area – Governance and Implementation

Jodi reviewed calendar she built out - with PHC and committees, CoC quarterly etc. and she left room to add lots. Happy to take questions, would like to be ready to share this on 3.15

Kathy: what we often do as we get closer is have weekly meetings as PHC gets closer. If you could add those weekly meetings we can cancel over holiday etc. as needed.

Jodi adds dates - also notes that she proceeded with naming governance as a committee and that that can be changed.

Should governance committee meet more regularly in the first year than other committees?

DD: important distinction between the governing body being created versus the governance committee.

Tim: place-holding them on the calendar is helpful like with PHC

Jodi: kickoff meetings in April and shall I place monthly placeholders with no date?

DD: Plan was to have kickoff meetings for each committee. I think we have your approval for that.

Cheri: that's what I thought - committees need some direction from us

Jodi confirms separate meetings for committees

DD should this be an agenda item?

Cheri: Yes, I do think it would be a good way to get a feel for what they are ready for.

DD: We are here to help and want to, yet you don't need to go through us. We want to assist in capacity building. A process question.

Jodi: Does the bylaws say anything about subcommittees?

Kathy: no, not really.

Cheri: do we have time on the meeting for each committee to have a breakout group to schedule and choose a representative/ambassador?

DD notes Winter's chat: Is there the ability to host all the committee meeting at same time via breakout spaces? Then the whole group meeting could be directly after.

DD asks Kathy about bylaws and how ready -

Kathy: They are ready to be reviewed by lawyer



Priority Area – Governance and Implementation

We may need to wait to next quarterly meeting to vote on it.

Do we want to choose leadership in the full group meeting?

We can show you who is on those groups and have that conversation here, tee that up, and if you have people in mind in a leadership role, they can be decisionmakers in scheduling

Jodi: There's something to be said for who is leadership at least at the start, until we get organized. Kathy if you made this phone call, that would mean a lot coming from you.

KT: There's a bit restriction in these meetings with the agenda and little ability as a new member to get caught up and learn more about what has happened so far. Will there be a set deadline after 90 minutes or could people have additional reflection, connection?

Winter: It sounds like there might be a need for breakout so there is room to connect without needing to compete or talk over other conversations.

MOU has some onboarding

Kathy: it should be a part of the agenda. As we explain and say this is what it means to be a part of the coalition. We used the reentry MOU. We should probably start out with that so people understand that's what we are looking for from coalition participation. Breakouts, give 20 or 30 minutes. They'll have their direction from the strategic plan.

KT: I guess my only concern has been in these meetings there's been a little bit of a "we can't talk about this because we have a strict agenda" I'm new to the coalition, but I guess what I'm asking for is will we have more wiggle room so that if a good conversation or strong brainstorming is happening, that we can follow that. I have a lot of questions I have been saving.

Kathy: That will be up to each subcommittee. They may want to be in person.

Winter: don't have to use or set agenda to fill whole 90, but leave room for 'development'

KT: I would be happy to host in person here. My other question is about the board. When we talk about who is leading in terms of a board, are we creating our own, or is Bridges?

Kathy: we are creating our own. General membership, then out of that, an operating board of up to 11 members, representing public and private entities, at least 2 from each region and at least one person with lived experience.

KT: can we review the bylaws?

Kathy: there is some hesitation since we are sending to attorney, and they are not adopted yet.

KT: I think some of our questions could be answered by reading the bylaws.



Priority Area – Governance and Implementation

Jodi: I don't have any problem sharing the bylaws as they are with this governance committee - then we can all at least know what that document looks like. We all understand that it is a draft

Also, I have included a couple more dates: virtual advocacy day on March 29.

Brian: State coalition holds annual conference every year, last on right before pandemic. This year scaled back, virtual event, large general membership meeting with large advocacy push. Organizing legislative visits.

Jodi: mindful of elections in January. If anybody thinks of calendar items, feel free to add them in the chat.

In the chat, Jodi and others made recommendations for leaders of the breakouts

KT notes it may be awkward to choose someone like this on video at first meeting - can we do polling instead?

DD: may be a little cart-before-horse to choose leader.

Kathy: most important is that we get them together to schedule their kickoffs

Jodi: I chose these people who can run a meeting and keep things organized. Help them get to the next step.

DD: what's the next step?

Jodi: The kickoff.

Jodi: part of the reason I wanted to choose breakout leaders is that we will have a good confidence that those people will be there.

DDA is unsure if we can deliver a breakout-specific poll to each room - will confirm.

Kathy: Calendar, breakout for subcommittees, bylaws, and MOU

Jodi: can we add to that - setting next meetings for subcommittees? So their dates are set for April and all the details are settled.

Abby: Are they going to set their own dates within the breakout?

Jodi: Yes.

Abby: Perhaps when reaching out, let leader-lites know they will be helping with scheduling so they can be ready for that.

KT: I think it would be easier if we had the committees rolling with what works for them more, so to be less restrictive - send out their own doodle polls.



Priority Area – Governance and Implementation

Jodi: I appreciate that aspect and at the same time, if we are going to move on the schedule we have, they need to meet in April. Would not necessarily require DDA's team. Push the issue that they meet sometime in April - they can freely meet in person on a Saturday morning.

DD: We want to be useful as long as we can be, and then we will go away when that's appropriate. We have the workplans that can and will be handed off. We are the ones currently communicating with the full coalition

Abby suggests scheduling poll option

DD: ongoing support needs of coalition, to what extent that person will be supporting committees, how that might change once things are more formalized.

DD: something that caught my ear was that group are advisory - have been in group where folks are not in decision-making role. When things need to be sent up, when they can make the call.

Confirming agenda: Calendar, breakout for subcommittees, bylaws, and MOU.

Kathy reiterates the strategic plan at a resource

DD confirms she is facilitating the joint meeting.

Jodi suggests that governance leader runs a more general breakout group for a focused conversation. Those who aren't in committees, or have questions.

6 breakout groups, the general one doesn't have direction except for questions
Other groups are planning April meeting and clarifying what they want to do with their part of the strategic plan

How long for breakout? 20-30 minutes

Send work plans to committee members, leader can screen share, some may not see.