



**Eastern PA CoC Board Planning Meeting Agenda**  
 May 20, 2024  
 10:00 am to 3:00 pm

*Homewood Suites: 3990 Tecport Drive,  
 Harrisburg, Pennsylvania 17111*

<b>TIME</b>	<b>AGENDA ITEM</b>	<b>PURPOSE</b>
10:00 a.m.	<b>Welcome</b> – Alisa Baratta	
10:05 a.m.	Hailstone Presentation <ul style="list-style-type: none"> <li>• Review poll results and select a name - 5-10 minutes</li> <li>• Review and discuss organizational structure - 15-20 minutes</li> <li>• Review and update/finalize bylaws - 15-20 minutes</li> <li>• Review and discuss/update business plan (environmental scan and programs and services plan) - 15-20 minutes</li> <li>• Planning grant budget - 20-25 minutes</li> </ul> Questions/concerns about the process - 15-20 minutes	
11:30 a.m.	We will close the COC Board Meeting and open the first 501c3 meeting.	<b>Please see the separate agenda document</b>
12:00 p.m.	<b>Lunch</b>	
12:30 p.m.	Call the CoC Board Meeting Back to order <ul style="list-style-type: none"> <li>• Planning Grant Budget for funds awarded FY23 NOFO to be spent in 2024/25</li> </ul>	This will be a comprehensive discussion covering all CoC requirements, including HAB, YAB, committees, staffing, and training.
2:00 p.m.	Board Recruitment Strategy	Develop a plan to build the CoC and 501c3 boards
2:25 p.m.	Develop a communication strategy to establish benchmarks and provide regular updates on the progress of building a 501c3 for the CoC.	Create plans for the general membership, grantees, and Executive Director Staff
2:50 p.m.	Choosing CSH TA recipients *This agenda item is scheduled at the end of the day, but if the meeting runs ahead of schedule, we can move it to an earlier time.	Brendan Auman
3:00 p.m.	<b>Meeting adjourned</b>	



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**Attendance**

Alisa Baratta  
Jeff Rich  
Luis Resto  
Leslie Perryman  
Carol Thorton

Brendan Auman  
Jessica Aviva  
Leigh Howard  
Mary Penny

Board President Alisa Baratta opened the meeting and reviewed the objectives for the day. She then turned the meeting over to Jessica Aviva from Hailstone Economic who provided an update on the process of the CoC moving to become a 501(c)(3).

Jessica began by reviewing the poll results and guided the group in selecting a name. The Coc Membership was asked to vote on suggested names for the new non-profit organization. Additionally, they were asked to submit any other name suggestions they might like to be considered. There was a total of 57 votes received with the votes closely spread among the choices. With no real stand-out choice the board then reviewed the name choices and discussed the merit of each. It was decided that some names might too closely resemble another organization. In the end, the board voted and unanimously approved to call the new organization “The Eastern PA Coalition for Housing”

**Board Vote**

1. The board voted to name the new 501(c)(3) “The Eastern PA Coalition for Housing”

The group went on to review the organizational structure with Jessica sharing a detailed organizational matrix of the proposed structure of the new non-profit organization. This would include creating a new system that would replace the current RHAB structure with engagement in local coalitions and creating a Regional Council. The current committee structure for revised to include additional peer consortiums and working groups. The board discussed the effectiveness of committee and board communications, meeting frequency with a preference for hybrid meetings, and combining quarterly Zoom sessions and an annual in-person gathering. Jessica also proposed a structure for the regional council, comprising representatives from the board, directors, and partners with homelessness expertise, with monthly board meetings and various committees and working groups established for specific tasks. Consideration was given to differentiating between working groups, offering advisory support to the board, and peer consortiums, focusing on sharing best practices among similar service providers, particularly within veterans and domestic violence sectors. The group thoroughly considered the time commitment being asked of board members and COC grantees and agreed the commitment was a substantial allocation of time. They then consider ways to divide the time between board and committee work to help lessen the time required. It was suggested that we try to also add benefits to incentivize membership such as discounts for conferences and high-quality training. The group then concluded this lengthy discussion due to time and adjourned the meeting.

*The Eastern Coc Board Meeting was adjourned at 11:50 am and the group moved to the 501(c)(3) board meeting and lunch\*\*Please note 501(c)(3) meeting minutes are a separate document.*

At 1:00 pm Alisa Baratta called the CoC Board Meeting back to order and resumed the agenda

### **Planning Grant Budget for funds awarded FY23 NOFO to be spent in 2024/25**

The board began the planning grant discussion by reviewing the need for additional match dollars. Currently, an additional \$114,000 match is needed for the FY22. Some of the shortage is due to the loss of the match amounts expected to be received from the board members who have recently left the board. The board members brainstormed ideas to increase match dollars and identified several options to pursue including:

- Review the members of CoC committees and document any time from members that is not already COC-funded
- Carol Thorton and the Partnership for Better Health's work with the Cumberland County Housing Coalition.
- DHS trainer's time for the Mainstream Benefits Training
- Lehigh Valley RHAB Landlord Engagement Strategy Planning
- The PIT count time still needs to be added

The board then engaged in a comprehensive discussion regarding the use of future planning grant funds concerning the hiring of key personnel and the allocation of budgetary resources. It was identified that the organization needed to plan for the recruitment of an operations director and a network weaver position. To fulfill these roles, they considered initially engaging individuals on a contractual basis, rather than as traditional staff members until the 501(c)(3) is fully operationalized. There was further discussion around structuring the salary offer to encompass benefits and taxes. It was suggested to present a comprehensive package, including \$50,000 in salary, \$10,000 in benefits, and an additional \$10,000 for taxes. The importance of clarity in job postings regarding the contractual nature of the positions, with a one-year term, was emphasized. Alisa Barratta then asked if hiring someone to write the job descriptions for the new positions was an eligible expense. Brendan Auman said it is an eligible activity. It was then discussed if this was something that could be added to Hailstone's existing consulting contract. The board agreed to pursue adding this to the contract and Brendan would follow up with adding it to the existing contract and report back to the board on his progress.

#### **Action Item**

1. Brendan will work with procurement and Hailstone to include working on future 501 (c)(3) interim staff position descriptions to the existing contract. He will report back to the board on his progress.

The board then completed a list of other items that will need to be tackled once the new entity incorporation documents are filed. This includes developing internal controls including the annual audit and obtaining both general liability and board insurance. There will also be a need for branding and to create a logo.

The topic then moved to the COC website and the need for future IT support. The group discussed the need for an improved website and noted the future organization will need IT support. Mary Penny advised they will also need to purchase the domain name for the future organization as soon as possible. Jessica Aviva, from Hailstone Consulting, said she would follow up on the process for the CoC to obtain the new 501(c)(3) Domain name.

#### **Action Item**

2. Jessica Aviva will assist the CoC in the process of purchasing the new non-profit organization's domain name.

### **Board Recruitment Strategy**

The next agenda item was the development of a board recruitment strategy. This topic sparked a robust discussion and resulted in a comprehensive outline of a process for recruiting and supporting future board members. The board also tabled the election of new board members to the September board meeting.

#### Board Recruitment Strategy Board Recruitment Strategy Summary

1. Objectives
  - Increase Diversity Ensure the board reflects the diversity of the community served.
  - Fill Expertise Gaps: Recruit members with specific skills.
  - Strengthen Organizational Capacity: Attract members to support transition and enhance capabilities.
  - Targeted Recruitment:
    - Diversity and Inclusion: Recruit individuals with lived experience and diverse backgrounds.
    - Skill and Sector Representation: Seek expertise in legal, healthcare, education, law enforcement, and non-profit management.
    - Geographic Representation: Ensure diverse regional representation of the entire CoC region.
2. Recruitment Process:
  - Internal Recommendations: Seek input from the membership, stakeholders, and committees.
  - External Outreach: Engage community leaders, elected officials, businesses, and universities.
  - General Call for Applications: Issue a public call emphasizing diversity and skills sought.
3. Communication and Marketing:
  - Professional Marketing Materials: Develop a recruitment packet outlining the mission and roles.
  - Engagement with Congressional Representatives: Reach out for recommendations emphasizing support.
  - Clear Messaging: Communicate transition plan and strategic goals.
4. Selection and Onboarding:
  - Screening and Interviews: Assess alignment with values and needs.
  - Onboarding Process: Provide orientation and mentorship for new members.
  - Ongoing Support and Development: Offer continuous training and foster a collaborative culture

#### **COC Communication Strategy**

The board worked to develop a communication strategy to establish benchmarks and provide regular updates on the progress of building a 501(c)(3) for the CoC Create plans for the general membership, grantees, and Executive Director Staff. The plan discussed includes:

1. Executive Directors: Targeted communication to executive directors of all agencies within the COC to ensure they are informed and engaged in the transition process.
2. General Membership: Broad communication to the general membership, including different entities within agencies and partners, to keep them updated on decisions and progress.
3. Announcement of Name: Initial communication to announce the new name of the COC and outline the transition plan.
4. Draft Communication: Preparation and circulation of a draft communication before the next meeting to ensure clarity and alignment.
5. Presentation in July: Comprehensive presentation in July to both the board and the general membership to provide detailed updates and next steps.

6. Quarterly Updates: Commitment to providing quarterly updates to the membership to keep everyone informed about ongoing developments and progress.
7. Executive Director Specific Communication: Separate, specific communication to executive directors to ensure they have all necessary information and can disseminate it within their organizations.
8. Contact Information: Ensuring that accurate contact information is maintained and utilized for effective communication.
9. Membership Engagement: Encouraging feedback and engagement from the membership to address concerns and incorporate their input into the transition process.

**Action Item**

3. Alisa will draft a communication and circulate it to the board for review. This communication will inform the executive directors of all COC agencies and the general membership about the decisions and progress made, including the new name for the COC and the 18-month transition plan.

**CSH TA recipients**

Brendan Auman reviewed the information about the upcoming training and technical assistance opportunity with the Corporation for Supportive Housing. They have contracted with CSH to provide TA to two agencies for five hours each. He then shared the outcomes of the survey to gather information on the level of expertise agencies have regarding healthcare and housing partnerships. Eight agencies requested technical assistance from CSH. The group agreed that part of the decision-making criteria should include ensuring the groups chosen are in good standing with the CoC. The board discussed the options and noted some agencies are located in the same counties and could partner and work together with the TA provider. After some discussion, the board decided they would like one additional group to receive TA and could use additional unallocated planning grant money to support it. Brendan said that he would contact CSH and ask them if it was possible to include this in the existing contract. Groups chosen to receive TA from CSH include Family Promise of the Poconos, Schuylkill County Community Action, and the Clinton/Lycoming Housing Coalition.

**Action Item**

4. Brendan will follow up with the Corporation for Supportive Housing (CSH) to discuss if they can add additional TA hours to the existing contract.

**Meeting Adjourned**

Alisa Barratta thanked everyone for their hard work and traveling to attend the meeting in person and then the meeting was adjourned.