Baltimore City Continuum of Care
Executive Committee Meeting – Draft Agenda

Date: Oct 9,2025 Time: 3:00pm-4:30pm Virtual

Time	Agenda Item	Description/Notes	Facilitator
5 mins	Welcome & Agenda Overview	Opening remarks, review objectives, and approval of prior meeting minutes	Nico Sanders & Jamal Turner
25 mins	Committee Status Updates	Reports from Affordable Housing, Employment & Income, HRS, Shelter Transformation, LEAC, Data & Systems, Governance, RAC, Resource Development, YAB Share: What has your committee been working on in prior months? What are your priorities in the next few months?	Committee Chairs
15 mins	October Board Meeting Planning	Updated time and Location: Board Meeting Update — New Date & Location: Oct 14,	Nico Sanders & Jamal Turner

15 min	Stipends Follow-up	Review and discuss stipend policy (sent as attachment)	Nico Sanders
15 min	Federal Funding Scenario	Discuss federal funding scenarios and preparation or planning in response	Nico Sanders
10 mins	Closing & Next Steps	Summarize action items, confirm next meeting date	Nico Sanders

Welcome & Agenda Overview

- **Operational reality:** Meeting proceeded **without quorum**, reinforcing that the Executive Committee functions as a **strategic incubator**, not solely a voting body.
- **Leadership posture:** Chair framed the meeting as preparatory—laying political groundwork ahead of consequential full Board discussions.

Committee Status Updates (Cross-Cutting Themes)

Youth & Education Engagement

- **Youth leadership pipeline:** Active exploration of engaging **high school students experiencing homelessness or foster care** as youth ambassadors and leaders.
- **Risk management lens:** Legal and ethical boundaries surfaced around consent and stipends for minors, particularly in response to **external focus groups offering cash incentives**.
- **Political implication:** Youth voice is valued, but **institutional safeguards** must govern engagement to avoid harm or liability.

Workforce Development

- **Structural gap:** Committee lacks clear staffing or internal support, highlighting a broader issue of **volunteer fatigue and under-resourcing**.
- **Signal:** Executive leadership acknowledged responsibility to **actively support under-resourced committees**, not merely receive reports.

Data & Systems

- **System friction:** Data access constrained by approval loops, even for committee members charged with oversight.
- **Power dynamic:** Tension between data governance and operational agility—data perceived as both essential and gatekept.
- **Strategic implication:** Reinforces argument for **dedicated CoC staff capacity** rather than reliance on borrowed or external systems.

Resource Development Committee Update (Fundraising as Survival Strategy)

- **Event framing:** Upcoming fundraising/mixer positioned as **existential**, not social.
- **Narrative shift:** Fundraising framed as a pivot away from federal dependency toward **local, philanthropic, and private capital**.
- **Institutional maturity:** Website launch, sponsor commitments (Casey, Weinberg, Krieger), and outreach to new funders signal early movement toward **organizational independence**.
- **Political reality:** Conference season and competing events dilute attendance—requiring strategic persistence rather than one-off efforts.

October Board Meeting Planning

- **Date & location shift:** Change framed as logistical but underscored **attendance accountability**.
- **Governance hard line:** Explicit notice that **removal of inactive board members** will be raised publicly.
- **Equity framing:** Attendance enforcement positioned as fairness to those doing the work, not punishment.

Attendance, Accountability & Board Culture

- **Philosophical stance:** Board described as a **working body**, not ceremonial.
- **Clear boundary:** Failure to attend *and* failure to communicate is unacceptable.
- **Nuance acknowledged:** Leadership distinguished between absence due to **mission-critical work** versus disengagement.
- **Political signal:** Authority exercised openly; expectations reset ahead of future votes and restructuring.

Stipends Follow-Up

- **Financial reality:** No dedicated funding source; stipends consuming ~$18K per quarter.
- **Decision signal: Stipends paused for Q4**—communicated clearly and unapologetically.

- **Equity critique:** Flat stipends disconnected from contribution viewed as unjust and unsustainable.
- **Reframing:** Funds better used for **housing stabilization and eviction prevention** than internal compensation.
- **Policy direction:** Future stipends to be:
  - Limited to **formal leadership roles** (e.g., YAB Chair/Co-Chair, LEAC Chair/Co-Chair)
  - Tied to **defined outcomes and accountability**
- **Political risk:** Acknowledged potential pushback, but leadership framed this as a necessary corrective.

Federal Funding Scenario (Strategic Core of the Meeting)

- **System shock:** Anticipated HUD NOFO caps PSH at **30%**, down from Baltimore's **~93% PSH portfolio**.
- **Human impact:** Hundreds of households projected to lose permanent housing absent mitigation.
- **Strategic pivot:** Transitional Housing reframed as a **damage-control mechanism**, not a preferred model.
- **Competition risk:** Leadership rejected re-opening full PSH competition due to timing and replacement risks.
- **Approved contingency logic:**
  - Use **prior year rankings** to determine PSH preservation
  - Avoid destabilizing providers through last-minute competition
- **Advocacy context:** Extensive federal engagement (Senators, national coalitions) noted, with limited leverage acknowledged.

Letter to Providers (Transparency + Mobilization Tool)

- **Purpose:** Prepare providers psychologically, operationally, and politically for disruption.
- **Tone:** Honest, urgent, and mobilizing—explicit about risk of displacement.
- **Dual function:**
  - Internal clarity (what is happening)
  - External advocacy (what must be opposed or changed)
- **Leadership stance:** Silence framed as more harmful than alarm.

Nonprofit Status Discussion (Strategic Inflection Point)

- **Core argument:** CoC must evolve into an **independent nonprofit entity** to survive federal and municipal volatility.
- **Clarification:** Nonprofit status **does not weaken MOHS relationship**—intended to strengthen it.
- **Governance vision:**
  - Separate 501(c)(3)/(c)(4) with its own board
  - Paid executive staff

    - Clear reporting relationship back to CoC governance
- **Political realism:** Volunteer governance at current scale deemed unsustainable.
- **Boundary set:** This meeting **did not seek a vote**, only to seed understanding ahead of full Board debate.

Closing & Next Steps

- **Immediate actions:**
    - Distribute provider letter
    - Finalize fundraiser execution
    - Prepare for full Board discussion on nonprofit status and stipends
- **Medium-term trajectory:**
    - Shift from federal reliance to diversified funding
    - Formalize governance and staffing
    - Preserve housing stability amid unavoidable contraction