



DESIGNING AN EFFECTIVE CONTINUUM OF CARE

NASHVILLE

JANUARY 17, 2017

Building capacity and understanding to increase impact

PURPOSE

For today:

- Increase understanding of roles and relationships among a community's homeless system components
- Review best practice examples
- Articulate guiding principles and undertake a visioning exercise to achieve alignment and clarity for Nashville's homeless system

TODAY'S AGENDA

- Welcome and Introductions
- Envision what is possible – examples from other US communities
- Understand what is required – The HEARTH Act and CoC governance

BREAK

- Deep dive into Governance
 - Governance requirements
 - Governance models
 - Visioning exercise
- Next Steps



HEARTH

HEARTH CHANGES

- Codifies into law the CoC planning process with focus on more effectively coordinating the ENTIRE system
 - CoC responsibility for meeting goals for ending and preventing homelessness
 - Focus on SYSTEM performance rather than project performance
 - Increased collaboration with ESG recipients
- Formalizes responsibilities of a Continuum of Care
- Clear requirements for CoC governance structures
 - Board Requirements and Governance Charter
 - Identification of a Collaborative Applicant

WHAT IS A CONTINUUM OF CARE?

At its simplest, a Continuum of Care includes representatives of relevant organizations within a geographic area to carry out the responsibilities of:

- Ending homelessness
- Quickly re-housing homeless individuals and families
- Effective utilization of mainstream resources
- Optimizing consumer self-sufficiency

WHO MAKES UP THE CONTINUUM OF CARE?

Continuum of Care membership is

- More than HUD funded homeless service providers
- All homeless service providers
- All programs and agencies that interact with homeless persons and agencies
- YOU

ROLES LEGISLATED FOR THE COC

- **CoC Board:** decision-making body for the CoC
- **Collaborative Applicant:** eligible applicant that has been designated by the CoC to apply for a grant for CoC planning funds on behalf of the CoC
- **HMIS Lead:** designated by the CoC may apply for CoC program funds to establish and operate the CoC's HMIS

KEY PRACTICES OF AN EFFECTIVE COC

- Operate with a single leadership and decision making structure (governance)
- Support a streamlined and coherent management structure
- Enact and follow a clear Governance Charter
- Eliminate duplication in the responsibilities of established coordinating and management groups
- Focus on transparency and accountability
- Include all stakeholders interested in these issues

RECRUITING FOR A CONTINUUM OF CARE:

Involve new partners thoughtfully

- Mainstream mental health agencies
- Private sector partners (banks, businesses, hospitality, universities)
- State partners

Carefully consider the level at which they should be engaged:

- CoC membership
- CoC committee
- CoC Board levels

REQUIRED COC ACTIVITIES

Operation

- Hold meetings of the full membership
- Issue public invitation for new members
- Establish written process to select a CoC board to act on behalf of the CoC
- Appoint additional committees, subcommittees, or work groups
- Develop and follow a Governance Charter with code of conduct/recusal process updated annually
- Establish performance targets, monitor performance, evaluate outcomes, and take action against poor performers
- Establish and operate a coordinated entry system
- Establish and consistently follow written standards for providing CoC assistance

Planning

- Coordinate and implement a housing and service system to meet the needs of the homeless population and subpopulations within its geographic area.
- PIT Count
- Annual Gaps Analysis
- Consolidated Plan Information
- Collaboration with ESG Recipient

REQUIRED COC ACTIVITIES

HMIS

- Designate a single HMIS for its geographic area.
- Designate a single eligible applicant to serve as the HMIS lead to manage the HMIS.
- Ensure that the HMIS is administered in compliance with requirements prescribed by HUD.
- Review, revise, and approve an HMIS privacy plan, security plan, and data quality plan.
- Ensure the consistent participation of recipients and subrecipients in the HMIS.

Funding

- Prepare and oversee the development and submission of an annual application for CoC program funds
- Set Funding Priorities
- Oversee Collaborative Applicant NOFA Process
- Designate Collaborative Applicant
- Designate Unified Funding Agency (When Applicable)



GOVERNANCE

GOVERNANCE & STRUCTURE

- The CoC is responsible for carrying out all activities outlined in the interim rule, but may choose to assign the responsibilities to another entity such as the CoC board, another organization, or another CoC work group.
- In order for the CoC board to carry out activities, the CoC must assign responsibilities to the board
- All roles and responsibilities should be reflected in the governance charter

HEARTH GOVERNANCE REQUIREMENTS

- Must establish a board to act on behalf of the CoC
 - CoC must adopt and follow a written process to select a board
 - Must comply with conflict of interest requirements
 - Must be representative of relevant organizations and projects serving homeless subpopulations
 - Must include at least one homeless or formerly homeless individual

- Must establish a Governance Charter to be updated annually
 - Developed in consultation with the collaborative applicant and HMIS lead
 - Includes policies and procedures to:
 - Comply with CoC requirements
 - Comply with HMIS requirements
 - Code of conduct and recusal process

COC GOVERNANCE CHARTER

The CoC must develop and follow a governance charter that details the functions of:

- the CoC board
- the CoC's committee structure and roles
- HMIS Lead
- staff roles
- the process for amending the charter

Governance charter must be:

- Reviewed and updated annually
- Developed in consultation with the Collaborative Applicant and HMIS lead

Governance charter must include:

- Structure and plan for carrying out CoC responsibilities
- Code of conduct
- Responsibilities designated to entities (Board, Collaborative Applicant, HMIS lead, decision making protocols)

REQUIRED DUTIES OF COC BOARDS

- Provide oversight of the CoC Collaborative Applicant and HMIS Lead
- Ensure the operation of the Continuum of Care and HMIS is in accordance with HUD's Continuum of Care Regulations
- Develop or oversee strategic planning to end homelessness
- Coordinate CoC planning activities
- Develop and/or approve CoC-wide policies

OPTIONAL RESPONSIBILITIES FOR COC BOARDS

- Set strategic priorities of the CoC
- Provide leadership around leveraging and prioritizing the effective use of public and private resources
- Fundraise through activities such as authorization of grant applications; raising and allocating funds; approving sustainability plans
- Facilitate responses to local issues and concerns related to homelessness in the community
- Build community awareness inclusive of the needs of all homeless populations found in the region
- Advocate at the state and local level around issues that support homeless individuals and families
- Lead regional coordination around key areas or issues effecting a broader geographic area within and outside the CoC

REQUIRED DUTIES OF COC COLLABORATIVE APPLICANT

- Submit the Consolidated Homeless Application including the CoC application, project listing, corresponding project applications
- Apply and administer CoC Planning funds
- Complete program monitoring for all HUD sub-recipients
- Conduct an annual Point in Time count and gaps analysis
- Participate in the Consolidated Plan for Nashville
- Ensure operation of, and consistent participation by, project sponsors in a community-wide Homeless Management Information System
- Measure performance across programs and even among homeless assistance programs that are not funded through the CoC process.

RECOMMENDED ACTIVITIES OF A COLLABORATIVE APPLICANT

Service Coordination

- Develop and implement a Coordinated Entry process for the Continuum of Care
- Coordinate service provision with mainstream agencies
- Periodically provide training opportunities to the CoC membership to enhance the quality of service provision in Nashville
- Coordinate with the City on winter planning activities and communication
- Implement written standards for all levels of the Continuum of Care

RECOMMENDED ACTIVITIES OF A COLLABORATIVE APPLICANT

Communication

- Staff the CoC Board/subcommittees listed in the CoC Governance Charter
- Convene regular CoC meetings
- Conduct outreach to new CoC members; develop/maintain CoC membership list
- Coordinate with mainstream and private partners
- Develop and maintain a homeless CoC website with pertinent information for the community and service providers

REQUIRED DUTIES OF THE HMIS LEAD

Oversight and Planning

- HMIS project management & staffing
- Coordinate HMIS Planning Process & Policies/Procedures development
- Ensure HMIS compliance with federal data standards
- Confirm Software Compliance
- HMIS Grant Management
- HMIS Monitoring
- System Administration
- Federal Reporting –PIT,AHAR, System Reporting
- Help desk support & training

OPTIONAL ACTIVITIES OF HMIS LEAD

- Staff HMIS Steering Committee
- Design and implement local performance measurement system
- Local reporting
- Essential component of Coordinated Entry design and support
- Managing housing prioritization

KEY TAKE AWAYS:

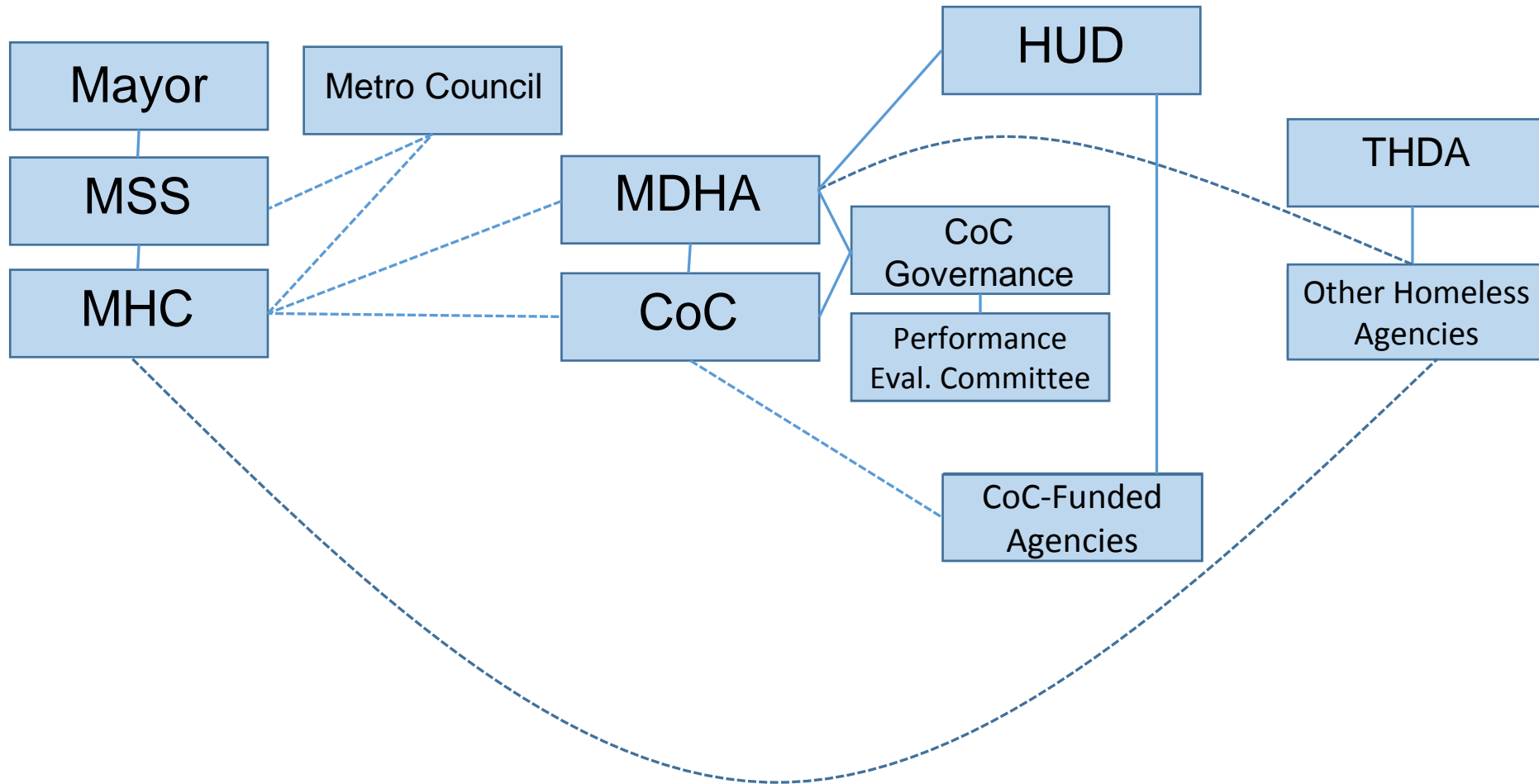
Governance

- HUD provides clear guidelines on CoC responsibilities in some areas; other matters are left flexible, for local determination
- CoC Board must be established to act on behalf of the CoC: what is meant by “act on its behalf” must be outlined in the Governance Charter
- CoC Governance can and should support transparency, clear lines of accountability

Strategy and Priority Setting

- Clarity about CoC governance is essential for strategic priority-setting and achieving impact

NASHVILLE HOMELESS SERVING SYSTEM



Continuum of Care : a system-wide planning body comprised of stakeholders representative of all sectors invested in homelessness (business, academic, philanthropic, non-profit, faith, government, etc.).

RESOURCES AND CONSULTING TEAM

- HUD information on CoCs: www.hudexchange.info
- Community presentations, documents, tools:
 - National Alliance to End Homelessness www.naeh.org

Cloudburst Consulting Team:

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