

CoC Coordination: A Truly Collaborative Community

*2015 Homeless Summit
Michigan*



CoC Governance is about Setting the Ship to Right

- **Infrastructure needed for effective homelessness prevention and response**
- **CoC Governance cannot be treated as an afterthought**
- **It has to be given the attention it deserves**

Our Common Goal

We are all working to prevent and end homelessness.



One Initiative, Several Plans

End Veteran Homelessness by 2015

End Chronic Homelessness by 2017

End Family and Youth Homelessness by 2020

Set a Path to End All Homelessness



ATTITUDE:
EACH PERSON PLAYS A ROLE



A ROLE THAT IS IMPORTANT TO THE OUTCOME

COMMITMENT: TO PERFORM



EXCELLENCE:

RECOGNIZE WHAT NEEDS TO BE LEARNED,
IMPROVED, AND WHAT NEEDS TO BE SHED



CONTINUUM OF CARE GOVERNANCE AND STRUCTURE OVERVIEW

Overview of CoC Governance and Structure

- **HEARTH Act**
- **What is a Continuum of Care?**
- **Roles and Responsibilities**

HEARTH ACT

Prior to the HEARTH Act



- **Uncoordinated**
- **Inefficient**
- **People lost in the system for years**
- **Somehow the system worked at a basic level**

The HEARTH Act



- **Organized**
- **Working as one system**
- **Focused on system wide goals, not individual programs**
- **Defined outcomes**

New Vision for the Homeless System

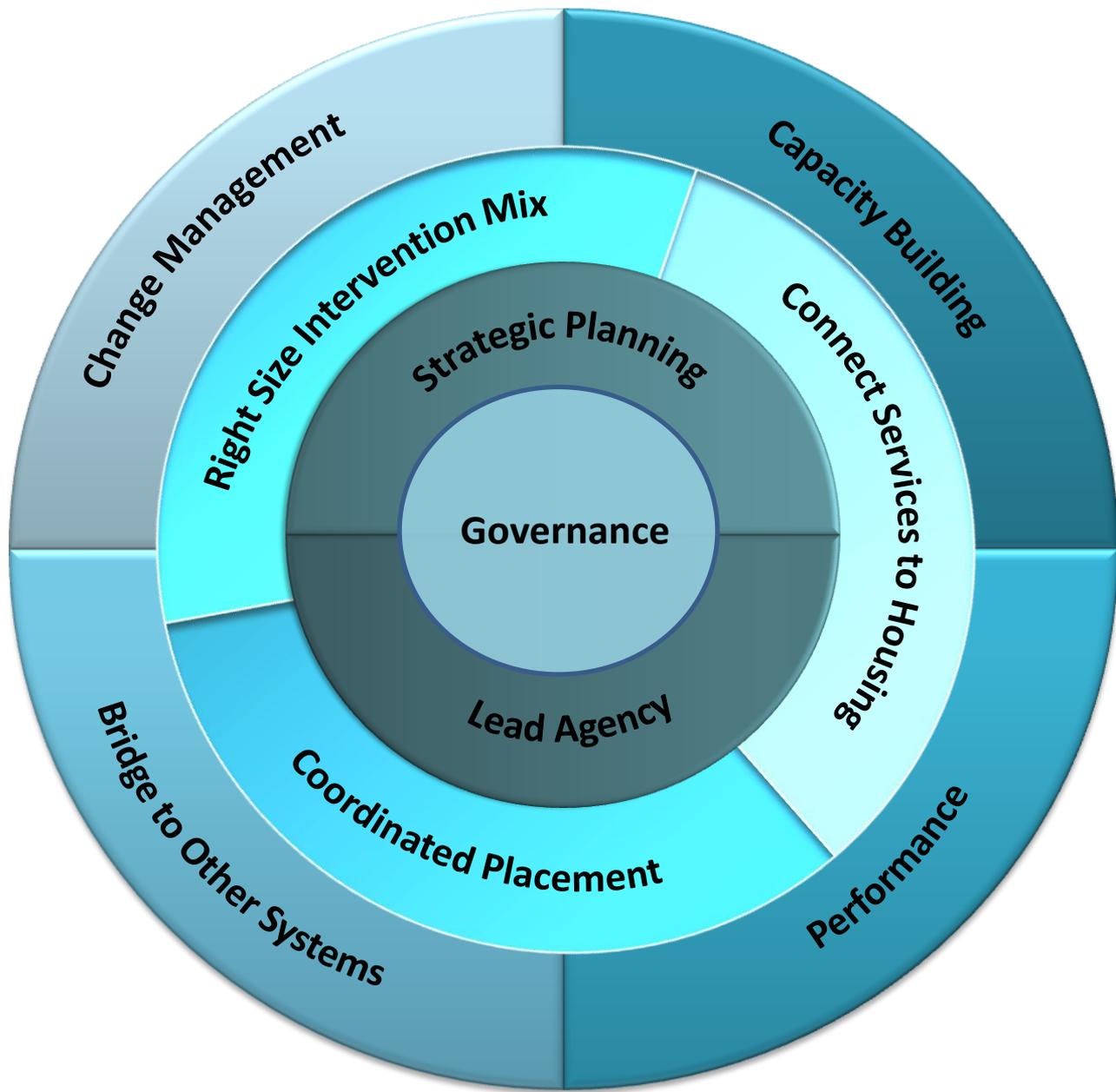


The HEARTH Act



- **Develop an efficient and compliant governance and structure**
- **Primarily done via the Continuum of Care**

Building a System to End Homelessness



WHAT IS A COC?

What is a Continuum of Care according to HEARTH?

The broad group of stakeholders who have responsibility for ending homelessness in a community.

Continuum of Care Objectives

- **CoCs are designed to:**
 - Promote a community-wide commitment to the goal of ending homelessness;
 - Provide funding for efforts to quickly re-house homeless individuals and families;
 - Promote access to and effective utilization of mainstream programs; and
 - Optimize self-sufficiency among individuals and families experiencing homelessness.

Who needs to be involved in a CoC?

- **The CoC should engage EVERYONE affected by and involved in responding to homelessness, including:**
 - ALL Providers (regardless where their funding comes from)
 - City, County, State and Federal response
 - Education
 - Police
 - Domestic Violence
 - Runaway Youth
 - Mental Health Providers
 - Faith Based Outreach Teams
 - Housing Authorities
 - People Experiencing Homelessness

CoC Membership

■ **Membership should ensure:**

- Communitywide commitment to ending and preventing homelessness
- Representation of the relevant organizations within the entire CoC

■ **Who do you need to fulfill responsibilities of the membership, relative to roles of other entities?**

CoC Board

- **Must be established by CoC by August 30, 2014 to act on its behalf**
 - What the CoC means by “on its behalf” must be specified in the CoC governance charter

- **Board membership requirements**
 - Must represent relevant organizations and projects serving homeless subpopulations
 - Must include at least one homeless or formerly homeless individual
 - A member may represent multiple constituencies

COC ROLES AND RESPONSIBILITIES

CoC Responsibilities and Functions

1. Operate the CoC

- Meetings & governance
- Overall and project-level performance
- Coordinated assessment system
- Written standards

2. Designate an HMIS for the CoC

3. Plan for the CoC geographic area

- Coordinated system of care

CoC Roles and Responsibilities

Governance
Charter

HMIS

Coordinate
with ESG

Annual Gaps
Analysis

Point in
Time Count

Systems
Coordination

Submit
Annual
Application

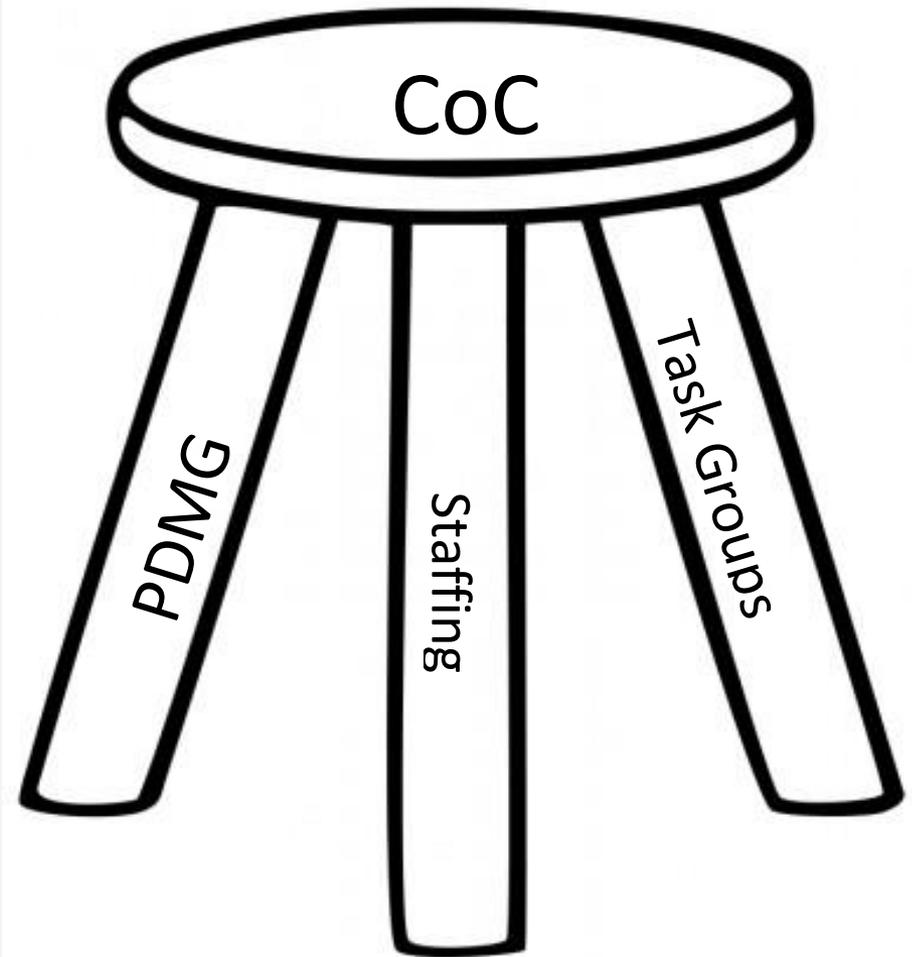
Maximize
Resources

Reset Action
Plan

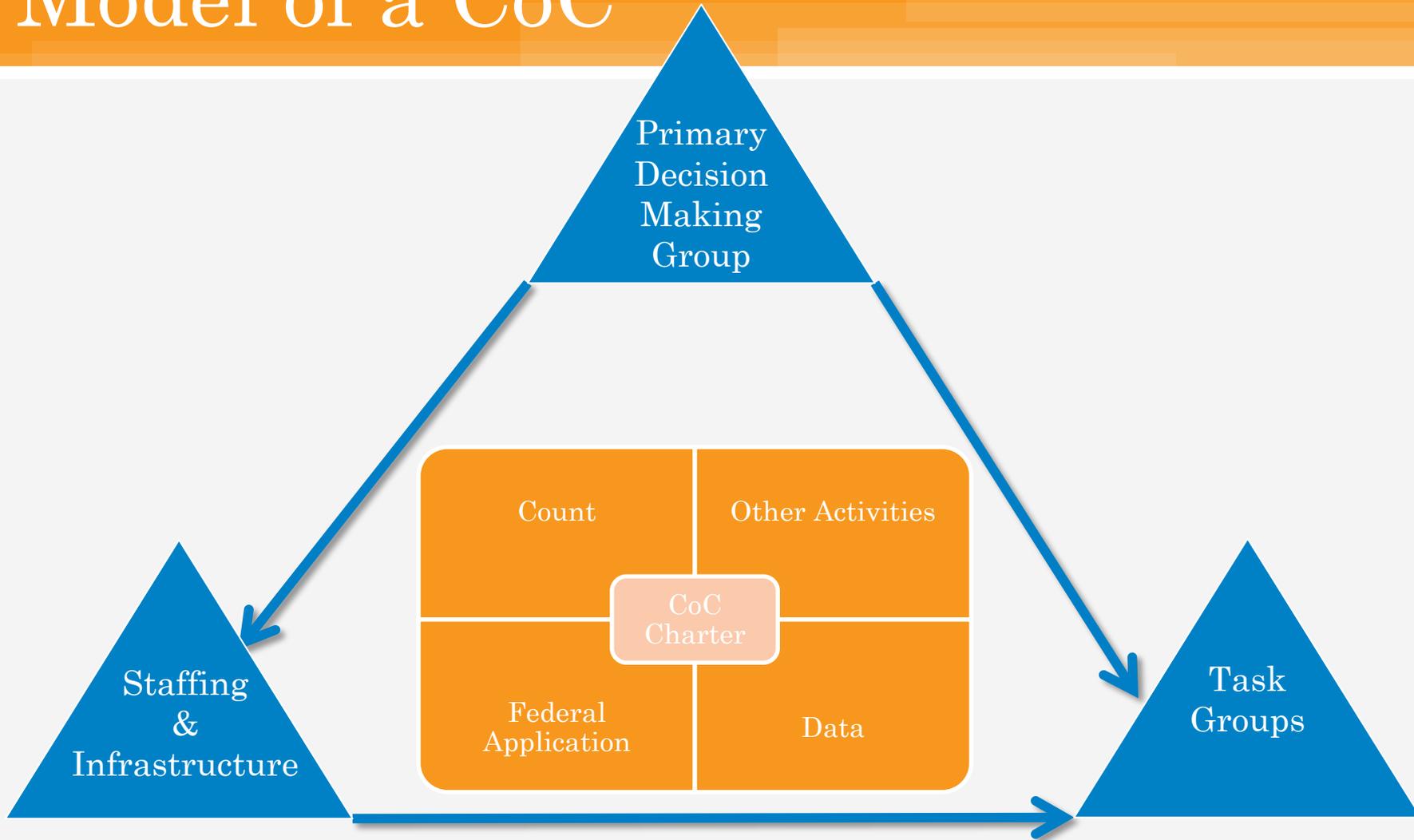
Reporting

3 Legs of the Stool

- Primary Decisions Making Group
- Task Groups
- Staffing and Infrastructure



Model of a CoC



CoC Governance Charter

- **Structure and plan to carry out CoC responsibilities**
 - Define groups (e.g., Board, collaborative applicant, HMIS lead, other committees)
 - Responsibilities delegated to each entity
 - Policies/procedures to guide work and decision-making of each entity
 - Decision-making protocols and relationships between entities
- **Code of conduct and conflict of interest policies**
- **Process for amending the charter**

HOW COMPLIANT IS YOUR
CONTINUUM OF CARE?

CoC Governance Worksheet

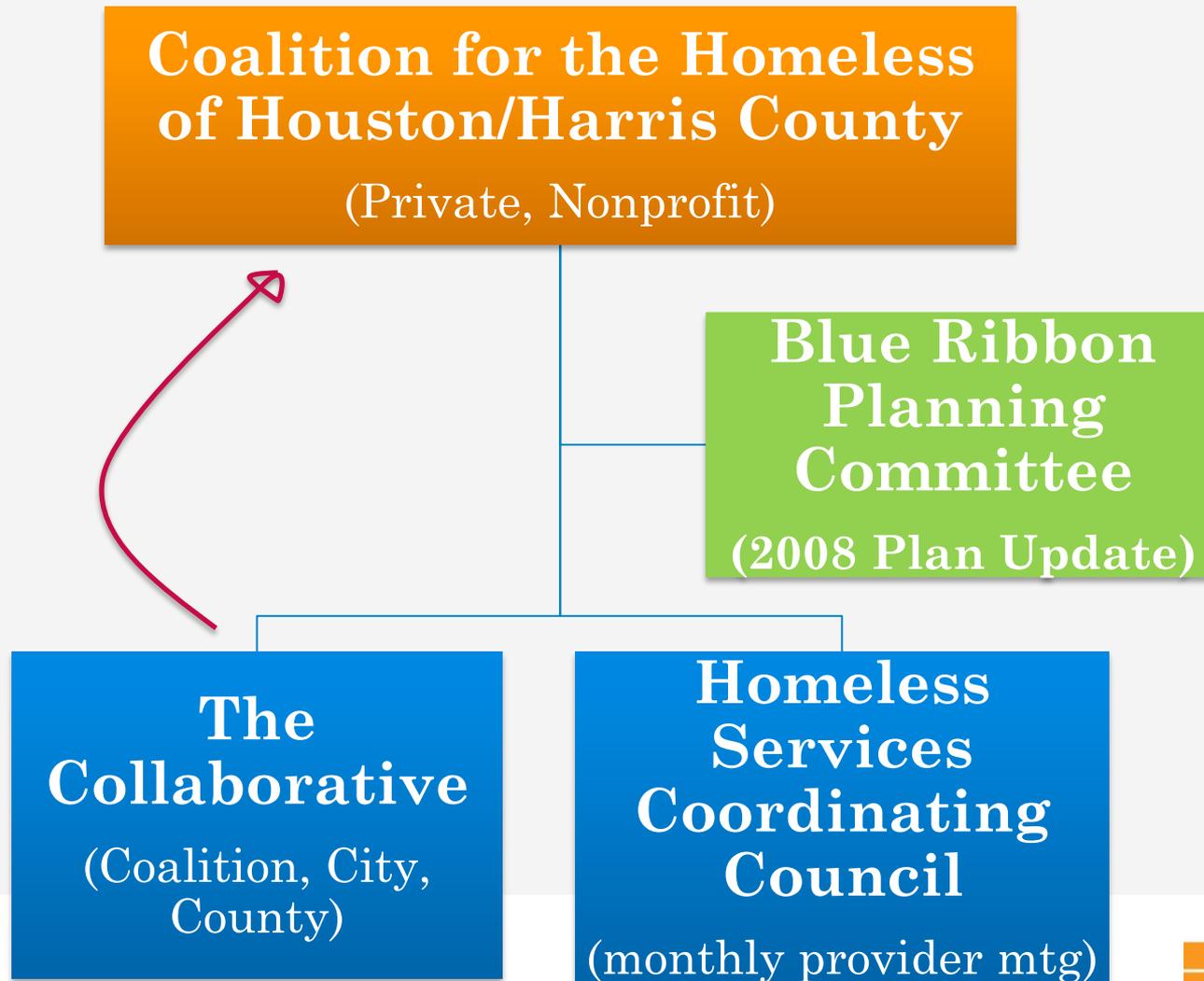
- **Spend the next 10 minutes completing the Worksheet.**

COMMUNITY EXAMPLE: HOUSTON, TEXAS

Governance as a Catalyst for Homeless System Transformation



Governance - Before 2012



CoC Check Up Results

“lack of understanding of the decision-making process”

“lacks a clear direction, purpose, and governing structure distinct from that of the lead agency”

“lack of involvement from a diverse group of community voices”

“lack of transparency in selection of members”



Distrust

Hopelessness

Anger

Confusion

Silos

Anxiety

Frustration

Making the Shift

2011

Accept
the
Results &
Embrace
the
Challenge

**Feb
2012**

Opened a
Dialogue
with the
Coalition
Board

**Apr
2012**

Community
Conversations
& First Draft
Presented

May

2012

Addtl.
Feedback
Webinars;
finalized
structure
& drafted
Charter

**June
2012**

Work
Session
to edit
Charter

**Aug
2012**

First
Meeting
&
Planning
Charrette

First Iteration

CoC Steering Committee

17 Members

Houston City HCD	Consumer Rep 2
Harris County CSD	Business Rep
Houston City PHA	Funders Together
Harris County PHA	Coalition
Fort Bend County	Interfaith Rep
Pasadena	At-Large Agency Rep 1
Provider Rep 1	At-Large Agency Rep 2
Provider Rep 2	At-Large Agency Rep 3
Consumer Rep 1	

Network and Task Groups

Hmls Serv Coordinating Council

Population
specific
groups

Consumer
Advisory
Council

Other task
Work Groups

Affinity groups -
system components
(Prev, Shelter, RRH,
TH, PSH, Outreach,
others)

CoC Funding Process

Lead Agency Duties

- Staff planning Committees
- Produce planning materials
- Coordinate Needs/Gaps Assessments
- Collect and report performance data
- Monitor program performance
- Coordinate resources, integrate activities and facilitate collaboration
- Prepare collaborative application for CoC funds
- Build awareness
- Recruit Stakeholders
- Manage HMIS

CoC Steering Committee

- Federally mandated representative board
- **Primary decision making** body for the homeless system
- **Single table for all systems and funders** to align investments, standardize performance expectations, and operating policies

Charter
(Bylaws)

MOU

Coalition for the Homeless

- **Coordinates and performs all federally mandated activities** necessary to secure federal homeless funds on behalf of the CoC, including the annual enumeration, annual funding application, administration of the homeless management information system, collection and dissemination of performance data
- **Staffs** the CoC Steering Committee and supporting work groups
- **Provides expertise and support** during implementation of CoC strategies and policies

Network & Task Groups

- Collection of standing networks, affinity groups and ad hoc committees
- **Provides planning, oversight and policy recommendations** to CoC Steering Committee in partnership with the Coalition for the homeless

New &
Existing

Evolved to Support Simultaneous System Transformation

The Continuum of Care Steering Committee * (Primary Decision Making Body)

PLANNING AND IMPLEMENTATION BODIES

SYSTEM

Standing Committees
HMIS Support
CoC Grant
Performance
Coordinated Access
Provider Input
Consumer Input

CHRONICS

Oversight
Mayor's
Leadership Team

Work Groups
Pipeline
Integrated care
PSH

VETERANS

Oversight
Housing
Houston's Heroes

Work Groups
Outreach
Data
SSVF
Retention

FAMILIES

Oversight
RHH
Funders

Work Groups
RHH Providers
SSVF
Domestic Violence

YOUTH

Oversight
Homeless Youth
Network

Work Groups
One Voice
Housing Policy
LGBTQ

Simultaneous System Transformation

- RRH Funders Work Group
- SSVF/RRH Providers
- Implementation Team

- Trainings & Capacity Building
- Communications Team
- Website & Info Dissemination

- Pipeline Committee
- Conversions Work Group

- Communications Team
- Provider Media Coordination
- Mayor's Leadership Team

- 1115 Medicaid Waiver Implementation Work Groups
- Service Model Expansion Work group
- Medicaid & MCO Policy

- NOFA Committee
- CoC Policies
- PIT, HIC, Needs Assessment
- Provider Transitions

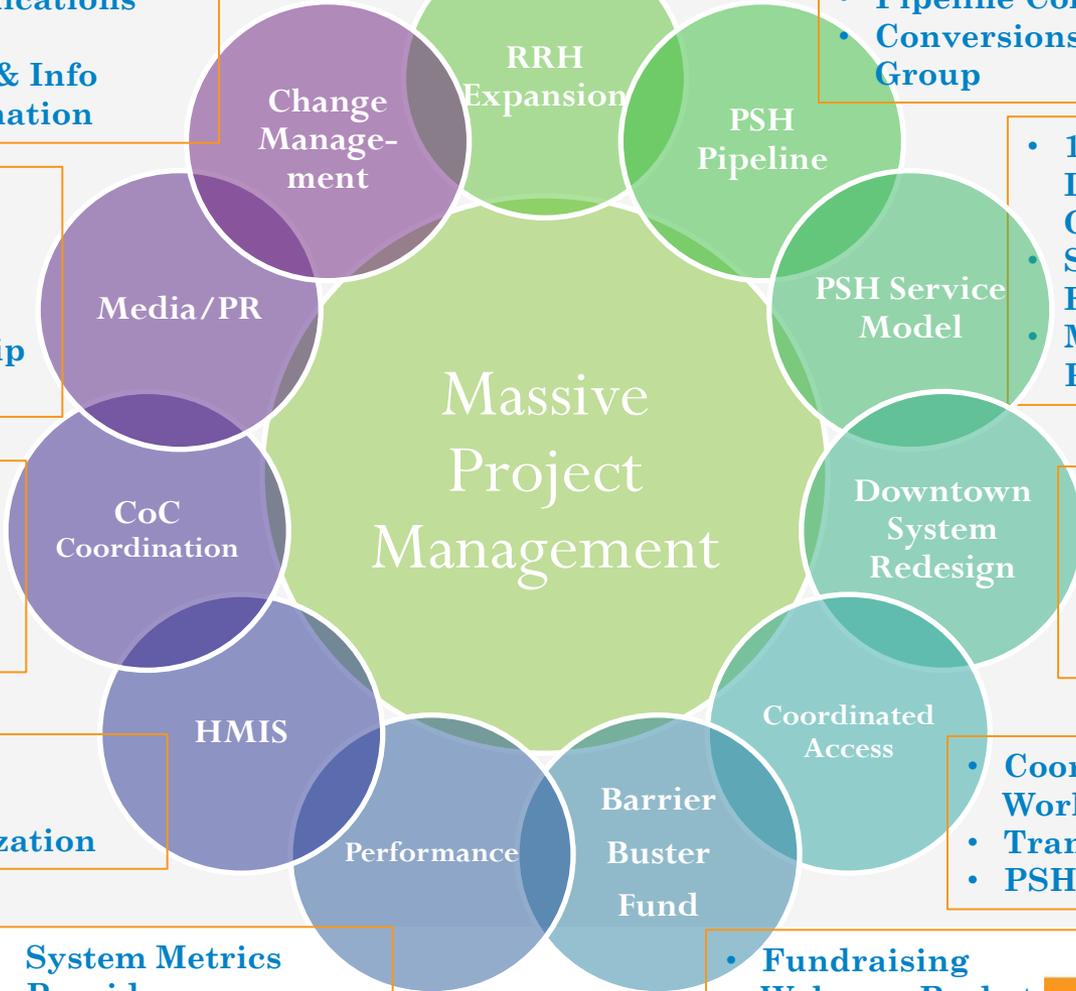
- Downtown Transition Plan
- Healthy Community Collaborative Initiative

- Data Quality & Standards
- HMIS Customization

- Coordinated Access Work Group
- Transition Team
- PSH Providers

- System Metrics
- Provider Performance
- Program Models

- Fundraising
- Welcome Baskets
- Food Bank Coordination



Dedicated Implementation Team

Eva Thibaudeau
Coalition for the Homeless
**CoC Policy/Funding Coordination,
Change Management, Youth,
Performance**



Mandy Chapman Semple
City Mayor's Office/CSH
**Mayor's Leadership Team, Vets, Project
Management, PSH Service Model**

Jessica Preheim
Houston Housing Authority
**Veterans, PSH Pipeline,
RRH**



✓ **Weekly 30 Min.
Project
Management
Check-Ins via
Phone**



March Eichenbaum
City Mayor's Office
**Downtown System
Redesign, Media/PR**

Ana Rausch
Coalition for the Homeless
Coordinated Access



Heather Muller
CSH
**Coordinated Access, Vets,
SSVF/RRH, PSH Pipeline**

Sara Brown
Coalition for the Homeless
**Media/PR, Change
Management**



✓ **Weekly 1 Hour
Coordination
Meeting**



Mark Thiele
Houston Housing Authority
**Veterans, PSH Pipeline,
RRH**

Gary Grier
Coalition for the Homeless
**PIT, SSVF/RRH, CoC,
Youth**



Kelly Opot
CSH
**Funders Together, PSH
Pipeline, RRH,
Healthcare**

Takeshia Richardson
Coalition for the Homeless
HMIS



Concetta Scerbo
Coalition for the Homeless
Performance, CoC, RRH

HELP A FELLOW COC OUT!

- **Draw your CoC Governance Structure (make sure to identify decision-making authority) & Write your answers to Questions 6 & 7**
- **Talk it through with the person next to you – suggestions, comments, questions????**