

## **Metro Homelessness Commission/Continuum of Care Governance Workgroup**

Tuesday, Aug. 22, 2017, 9:30-12:30  
at Metro Social Services, 800 2<sup>nd</sup> Ave. North

Present: Liz Allen Fey, Renee Pratt, Paula Foster, Catherine Knowles, Mina Johnson, Rachel Hester, Wendell Segroves, Daryl Murray, Erik Cole

Also present: Josh Lee, Angie Hubbard, Nicole Williams, Adriane Harris

On conference line for first hour representing technical assistance from Cloudburst: Judy Perlman, Darlene Mathews

Staffed by: Judith Tackett

Meeting started at 9:44 am.

The group asked Catherine Knowles to go back to the CoC board and request that the workgroup members remain the same to avoid any slow-down of the process since this is not a decision-making body. Any recommendation from this body will come to the CoC and MHC for them to make decisions.

**Meeting Notes of July 25:** Wendell Segroves made a motion to accept the minutes as presented. Paula Foster seconded the motion. All approved.

The group went over the Homework from the last meeting, which was:

- Liz Allen Fey and Judith Tackett will look further at peer cities and see if there are pitfall examples that need to be avoided – [Darlene Mathews sent peer city information, and Cloudburst will go over it as part of today's agenda.](#)
- Judith will get with Suzie Tolmie to accumulate a list of the requirements from HUD for the CoC's. What are the CoC's tasks that HUD expects them to do? (beyond just the NOFA) – [Judy got with Cloudburst and asked them to go over these tasks. A document that Cloudburst put together is in the packet.](#)
- Judith will reach out to the group to ask prior to the next meeting what the members' questions are for Metro Legal – [Legal questions were submitted and forwarded to Josh Lee who uses them to be prepared for the meeting. Most of the questions will be answered as part of the conversation. There are no plans to send out a separate response document.](#)
- Judith will bring copies of both charters/by-laws for the CoC & MHC to the next meeting - [Both documents were emailed out and are in the packets in front of everyone.](#)
- Ensure Metro Legal is present. – [Josh Lee is present.](#)

The group called Judy Perlman and Darlene Mathews on a conference line.

### Structural Solutions to forming a community board

Darlene Mathews went over the handout and talked about peer cities. Ms. Mathews said she picked cities similar in population to Nashville. She said there was a combination of the collaborative applicant (CA) housed within government and outside of government. If the CA was outside of government, then it was mostly at a nonprofit.

### GOVERNANCE AND MEMBERSHIP EXAMPLES

Prepared by The Cloudburst Group for Nashville Homelessness Community Leadership Use – August 2017

| COMMUNITY                 | COLLABORATIVE APPLICANT (CoC MANAGEMENT)                                   | HMIS LEAD (DATA MGMT)   | CoC BOARD (COMMUNITY LEADERSHIP)    |
|---------------------------|----------------------------------------------------------------------------|-------------------------|-------------------------------------|
| Portland, Oregon          | NEW Joint Office of Homeless Services- Multnomah County/City of Portland   | Portland Housing Bureau | County Rep chairs a 33-member board |
|                           | Government Management                                                      |                         | Designates City and County seats    |
|                           | 9-person staff                                                             |                         | Designates community seats          |
| Austin, Texas             | Ending Community Homelessness Coalition (ECHO) Nonprofit (15-member staff) | ECHO                    | Community CoC Board                 |
|                           | Nonprofit Management                                                       |                         | Designates City and County Seats    |
|                           | 15-person staff                                                            |                         | Designates community seats          |
| Charlotte, North Carolina | Charlotte Social Services Homeless Services Division                       | Statewide HMIS          | Community Based CoC Board           |
|                           | Government Management                                                      |                         | Designates City and County seats    |
| Indianapolis, Indiana     | Coalition for Homelessness Intervention & Prevention (CHIP)                | CHIP                    | 25-member Community CoC Board       |
|                           | Nonprofit Management                                                       |                         | Designates City Seats               |
|                           | 12-person staff                                                            |                         | Designates community seats          |
| Louisville, Kentucky      | Coalition for the Homeless Louisville                                      | Statewide HMIS          | 9-13 member Community CoC Board     |
|                           | Nonprofit Management                                                       |                         | Designates County Seats             |
|                           | 12-person staff                                                            |                         | Designates community seats          |

|                         |                                                   |                |                     |
|-------------------------|---------------------------------------------------|----------------|---------------------|
| Raleigh, North Carolina | Partnership to End Homelessness<br>4-person staff | Statewide HMIS | Community CoC Board |
|                         | Nonprofit Management                              |                |                     |
|                         | 4-person staff                                    |                |                     |

There are also communities that participate in a statewide HMIS. At these communities the HMIS lead is usually different from the CA (not housed in the same organization).

Darlene Mathews said that the one thing that you see in all of these examples was that there is one CoC Governance Board. “There are not multiple governance leadership entities. That’s a really important distinction that we want to highlight for you all,” Ms. Mathews said.

These CoCs folded duplicative governance structures into an existing leadership structure or created a new entity to serve as the leadership when it didn’t exist already. “You see one leadership structure in all of these,” she said.

One of the pitfalls, Ms. Mathews warns Nashville from, is that, “your conversations may lead you to keep two entities in your community. In order to really end homelessness in your community, you need [one leadership entity].” Having bifurcating leadership with divided duties and responsibilities, she said, would make it really difficult to consolidate how funding is used. Developing and implementing a strategic plan becomes really difficult when you have multiple entities. Nashville has to develop one leadership entity within the community that takes on HUD responsibilities.

Ms. Mathews further said that Cloudburst only found one community that had two boards. The only reason they did that was because they received funding from a local health initiative that required a separate board to oversee the funding.

Rachel Hester asked whether in any city CoC boards include members appointed by the Mayor. Darlene Mathews said that around the country there were CoC boards where the Mayor appoints an amount of the seats. Such an example is Atlanta where the city council, the Mayor and the CoC membership appoint board members, and even the state appoints some members. In other examples, the Mayor puts forth a full slate and the CoC approves or the CoC puts forth a slate and the Mayor has the final vote (example: Seattle).

Further discussion focused on the composition of the board membership. Darlene Mathews said there could be designated seats for businesses. In New Orleans, they have business slots for bankers and hospitality.

Liz Allen Fey said in our discussions we need to be clear what we mean when we talk about “community.” Are we speaking of the larger community or the community of service providers?

The size of the board was brought up. Rachel Hester said in the example presented, Portland, Oregon, had 33 seats, which seemed rather large. Ms. Mathews said she usually saw around 25 members and most of them have executive committees. The executive committee moves agendas forward and makes meetings more productive. She said most all of the boards that had a size of 20 or more members had a really strong functioning executive committee. She said she would recommend that. Executive committees can focus its time to do some pre-work of main issues. Most meetings that allow public comments can feel like they get derailed. That’s where the pre-work of a strong executive committee can help keep the meeting focused.

Liz Allen Fey asked whether it would be possible to talk to cities that went through the governance restructuring process.

Rachel Hester said she could out to Charlotte, N.C. and to a friend in Indianapolis. Judy Perlman recommended San Diego, which went through a recent restructuring.

**Homework:** Get examples from other cities – Rachel Hester to follow up.

### Responsibilities of the CoC:

Judy Perlman presented the following document on how a CoC operates and what it needs to do:

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operation | <ul style="list-style-type: none"><li>• Hold meetings of the full membership</li><li>• Issue public invitation for new members</li><li>• Establish written process to select a CoC board to act on behalf of the CoC</li><li>• Appoint additional committees, subcommittees, or work groups</li><li>• Develop and follow a Governance Charter with code of conduct/recusal process updated annually</li><li>• Establish performance targets, monitor performance, evaluate outcomes, and take action against poor performers</li><li>• Establish and operate a coordinated entry system</li><li>• Establish and consistently follow written standards for providing CoC assistance</li></ul> |
| Planning  | <ul style="list-style-type: none"><li>• Coordinate and implement a housing and service system to meet the needs of the homeless population and subpopulations within its geographic area.</li><li>• Point-In-Time (PIT) Count</li><li>• Annual Gaps Analysis</li><li>• Consolidated Plan Information</li><li>• Collaboration with ESG Recipient</li></ul>                                                                                                                                                                                                                                                                                                                                    |

## 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)

Highlights of the explanations Judy Perlman and Darlene Mathews provided as Ms. Perlman walked the group through the document:

### Operation:

- A lot of requirements have to do with membership, and then very much developing and following a governance charter. A governance charter can continue to be amended, but right now you have something very robust in place.
- Establishing and operating a CES will absolutely involve agencies that are funded by HUD (whether CoC or ESG funds) but also a lot of other entities. So that it becomes the most inclusive system helping the agencies of what's going on, but really working with clients helping them think towards housing placements.
- Finally establishing and following written standards.

### Planning:

- A lot of the planning work is driven off of data. I know you guys are already talking improving PIT count for next year and that is great and there is a lot of discussion about improving collecting data in HMIS. You do have some work to do. And it will take some time and it will take some resources.
- One of the things that is really important is how your PIT county is and how robust your gaps analysis is. It's important to understand that these requirements that HUD gives you can be really strong tools for leadership to look at.

- The annual gaps analysis is required. The idea behind it is to identify where your opportunity for growth is. You align your funding and resources to fill those gaps and you report on that in your NOFA.
- The gaps analysis is one of the platforms to drive the conversation around funding. It can be a really powerful tool once we have leadership in place and once we have strong data to drive the conversation.

#### HMIS:

- Leadership should use HMIS as a decision-making tool.
- A robust HMIS helps make sure we know what are we doing and where are we going.
- HMIS is usually the critical piece in the gaps analysis.
- And usually the leadership board is getting dash boards every month from the HMIS.

#### Funding:

- Inward looking at CoC. The funding piece here is focused on the NOFA, and it also providing the data to ensure the ESG funds are properly spent.
- When grant management and funding management gets set up well, that is then the place where you can look to expand the funding and who you go to. Use data to go to local funders, cause-related marketing, etc. try to get more funds through innovative funding.
- Once the leadership around CoC is clearly established and accepted, what often happens is that city and state resources will be aligned with that decision-making structure as well.

Further discussion focused on the fear of agencies that their funding may go away or that there is more competition around local funding.

#### Cloudburst recommendations for Nashville:

Judy Perlman said that a lot of analysis has been going on in Nashville. “You need to take a deep breath and take a step forward.” She said the concerns in the community were around access, inclusion, transparency, and presence at the table. In our messaging we need to ensure that we address how community members, how advocates, and how people with lived experiences are plugged into this system.

Darlene Mathews said it was important to bring the entire community along. Every service provider will have a part in your Continuum of Care. In addition, you’ve got to think about the other players that need to be at the table. “If you can find your homeless champion in your private sector, they will be a better mouthpiece in your community because they have a larger base. Really think about who is not at the table now who needs to be.”

In addition, Ms. Mathews said having a homeless ordinance (local government) was a powerful thing. “What it really says is that your governing is on the hook for homelessness, too.” She said she was working in a lot of communities that were trying to get government to the table.

## **Governance Model Discussion**

Liz Allen Fey listed the models to be discussed:

- Enhanced version of the CoC Governance Board and MHC Board
- A combined CoC Governance Board and MHC Board
- A stand-alone Commission with combined boards.

The group discussed each model looking at benefits, dangers, and how each model addresses:

- Accountability
- Decision Makers
- From service focused to person focused
- Relational
- Represents the community
- Ability to implement a clear strategy
- Clear identity
- Operates of an empowerment approach
- Clear lasting structure
- Transparency

After lengthy and detailed discussion, the group decided a blended model was the way to go in their opinion.

The issue around a stand-alone was that it would demand too many resources including time and money. The danger of not having a combined model would be to continue the current status quo.

Further discussion focused on the make-up of a blended board and who would appoint members (Mayor, Council, CoC members or all).

Liz Allen Fey cautioned that it was important what this group presents. It should allow for plenty of discussion and input from CoC members and the community – rather than present a fully-baked model.

**Homework: Look what a potential board membership make-up could look like – Paula Foster and Judith Tackett**

**Homework: What does the Mayor think – Erik Cole and Adriane Harris**

**Homework for all: Look at the CoC Charter (what's applicable moving forward)**

**Next meeting: September 12, 9:30-12:30 at MSS.**