

GOVERNANCE STRUCTURE TECHNICAL ASSISTANCE

for the Iowa Council on Homelessness/
Balance of State CoC

January 18, 2019 ICH Meeting

About Us



HomeBase is a nonprofit public interest law firm that provides legal and technical assistance. We work on the local, state, and national levels to support communities in implementing responses to homelessness.

Alissa Weber and **Matt Olsson** are HomeBase staff who provide technical assistance for HUD, particularly for HUD's Homeless Assistance Grant programs.

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TA To Date

- Numerous stakeholder interviews
- Worked with Executive Committee to identify and discuss the key responsibilities of the Council
 - Role as ICH
 - Role as Balance of State CoC Board
- Facilitated Governance Strategy Session in November 2018 for entire CoC
 - Discuss governance models from other communities
 - Identify strengths, challenges and potential solutions related to current Iowa BoS CoC governance structure

Governance Strengths and Challenges

Governance Strengths	Governance Challenges
<ul style="list-style-type: none"> ▪ Strong ability to complete “essential” tasks (i.e. CoC Program requirements) ▪ High data quality ▪ Broad stakeholder representation ▪ Volunteer support ▪ Strong use of available data for CoC-related activities 	<ul style="list-style-type: none"> ▪ Stretched administrative capacity ▪ Unclear vision/little strategic planning ▪ Lack of clear structure ▪ Overemphasis on CoC-related activities ▪ Limited training/knowledge-building opportunities ▪ Conflict of interest in funding decisions

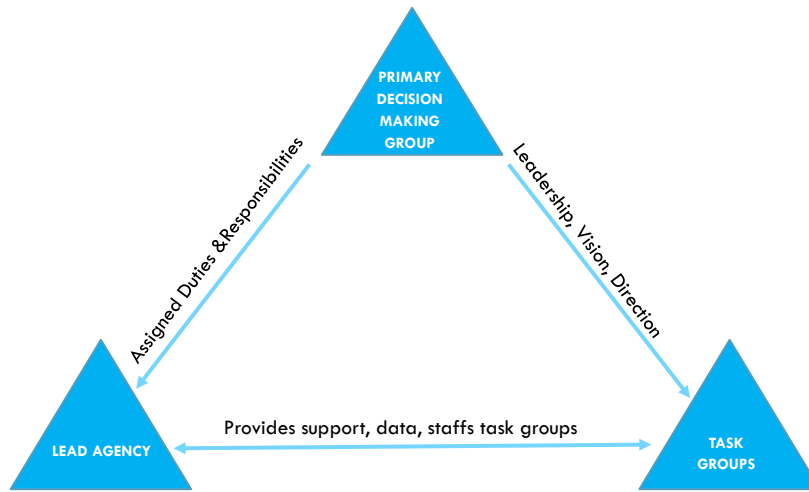
Recommendations - Overview

1. Designate a New Primary Decision-Making Body for the Balance of State CoC
2. Outsource Certain CoC-Related Responsibilities
3. Delegate Increased Authority to the Coordinated Service Regions
4. Enhance Orientation Materials and Develop Ongoing Training for Both CoC Board Members and CoC-Funded Agencies

1. Designate New Primary Decision-Making Body for the BOS CoC

- *Option 1:* Establish a new, separate entity to act as the CoC primary-decision making body
- *Option 2:* Delegate CoC decision-making responsibilities to an already-existing ICH committee

Governance Vision



Option 1: Establish a New, Separate Entity

Advantages	Disadvantages
<ul style="list-style-type: none"> • Increased autonomy/flexibility • Increased clarity on roles/responsibilities • Improved functionality 	<ul style="list-style-type: none"> • Lengthy/time-intensive process • Uncertainty regarding Collaborative Applicant (IFA) • Potential increase in time commitment

Option 2: Delegate CoC Decision-Making Authority to Existing Body

Advantages	Disadvantages
<ul style="list-style-type: none"> • Less time-intensive • Maintain relationship with Collaborative Applicant 	<ul style="list-style-type: none"> • Difficulty in building sense of empowerment • Potential to revert to current status

Overall Considerations for Governance Restructuring

- Maintain broad representation and inclusivity of current structure
- Mindful of size of decision-making body
- Plan for and address potential conflicts of interest

2. Outsource Certain CoC-Related Responsibilities

Options for Outsourcing:

- Preparing the CoC Program Application
- Facilitating a Strategic Planning Process
- Providing Training to CoC Board & Providers
- Other Ongoing CoC Responsibilities

3. Delegate Increased Authority to Coordinated Service Regions

- Empower the regions to support the work of the overall CoC
 - Can be built to essentially function as mini-CoCs
- Clarity of CSR role in governance materials

4. Orientation/Training

- Enhance orientation materials and trainings for existing and new board members
 - Focus on Balance of State structure, CoC Program regulations, existing homeless system response systems, and any existing strategic plans and goals.
- Annual calendar of ongoing trainings to keep members informed on emerging/best practices

Next Steps

- *Appoint an Ad Hoc Governance Committee or Working Group to explore Recommendation 1 (Option 2)
- Assess current use of planning funds/state appropriation
- Strengthen ICH (Board) orientation materials
- Develop calendar of training opportunities for providers/funded agencies
- Continue to assess capacity of CSRs