

The Iowa Council on Homelessness

DRAFT AGENDA EXECUTIVE COMMITTEE MEETING

Thursday, November 15, 2018

1:00 PM

Meeting Location:

Iowa Finance Authority, 2015 Grand Ave., Des Moines OR

Conference Call: (866) 685-1580; code 515-725-4942

Notes: This is an open, public meeting and may be recorded for minute taking purposes. The Executive Committee has nine voting members (may include alternates). At least 5 members are needed for quorum. Voting members:

Voting members: Karin Ford (chair), Carrie Moser (vice-chair), Tim Wilson (secretary), Ben Brustkern (immediate past chair), Dennis Lauterbach, Jane Erickson, Carolyn Cobb, Diane Nichols, Ashley Odom. Non-voting members: David Binner, Crissy Canganelli, David Hagen.

Resources (<http://www.iowafinanceauthority.gov/Home/DocumentSubCategory/93>):

- Agenda
- Updated ICH/CoC Governance Strategy Presentation Slides from HomeBase
- Draft Governance Activity Worksheets

I. Introductions

II. Approval of Agenda – *Action Item*

III. Finalize plans for November 16th ICH Governance Strategy Session

IV. Public Comment

V. Adjourn

Balance of State Governance and ICH Models from Other Communities

Missouri BOS CoC/GCEH

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As of 2017, the Missouri BOS CoC and the Missouri Governor's Committee to End Homelessness (GCEH) act as two separate entities.

Missouri BoS CoC Board

- Board is comprised of between 11 and 19 members (currently 19 members)
 - ▣ 10 seats for regional representatives (nominated and elected at the regional level) and up to 9 at-large seat
 - ▣ Collaborative Applicant and HMIS Lead hold ex-officio, non-voting seats on the Board
- 5 Standing Committees: Membership, CES, Data, Special Populations, Grants

GCEH (Interagency Council)

- GCEH membership positions are appointed by the Governor (currently 25 members)
- Meetings are held monthly and are open to the public
- Main tasks include creation of state plan to end homelessness, evaluation and reallocation of resources, and support for activities to prevent homelessness

Relation Between Missouri BOS CoC & GCEH

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“GCEH supports the development of capacity in all 8 CoCs across the state to have a comprehensive response in place to ensure homelessness is prevented whenever possible, or if it can’t be prevented, it is a rare, brief, and non-reoccurring experience.” (2018 Action Plan)

GCEH works with all Missouri CoCs to integrate and coordinate their local plans with the state plan to end homelessness

GCEH membership includes one representative from each of Missouri’s 8 CoCs

The BoS CoC Lead Agency (MHDC) appoints one representative to the GCEH Executive Committee

A CoC Meeting immediately precedes each GCEH meeting, providing an opportunity for all Missouri CoC lead agencies to gather and discuss current policies and HUD guidance

Wisconsin Balance of State CoC

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WI BOSCO is operated directly through the volunteer Board of Directors, comprised of between 11 and 15 members who convene monthly

- Two representatives from each of the four geographic regions of the state (for a total of 8 geographically representative directors)
- Two directors who are nominated by a majority vote of the current Board of Directors: One member who is homeless or formerly homeless and one member representing the HMIS Lead
- Up to additional 5 members if the above members do not represent relevant subpopulations (ex: chronically homeless individuals, unaccompanied youth)

In April 2015, the Board of Directors hired a CoC Director to:

- Provide guidance to the local CoCs during the HUD CoC Competition and work closely with the committees who perform the monitoring of local agency programs
- Support the development of the BOSCO as an organization and helps conduct the day-to-day operations that support the success of the collective whole
- Sit on the WI Interagency Council led by the Lt. Governor and provide quarterly updates to the ICH membership

District of Columbia CoC

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- The District of Columbia Interagency Council on Homelessness (DCICH) serves as the CoC Board for the District of Columbia
 - ▣ DCICH is made up of a variety of committees and workgroups including: Strategic Planning, Emergency Response & Shelter Operations, Housing Solutions, Medicaid Workgroup, Veterans Now, Youth Action Board
 - ▣ DCICH committees meet on a monthly basis and the full DCICH meets quarterly
- DCICH facilitates interagency coordination with regard to planning, policymaking, program development, and budgeting for the homeless services system in the District

Although DCICH serves as the CoC Board, a local non-profit corporation (The Community Partnership for the Prevention of Homelessness) serves as the Collaborative Applicant and HMIS Lead, providing significant support and oversight for the day-to-day operations of the CoC.

BoS CoC Strategic Planning

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The Utah BoS CoC membership developed 2017-2018 priorities during a Strategic Planning meeting in October 2017. These priorities were then approved by the BoS CoC's voting membership.

Priorities fit within three domains which were selected based on a national-level CoC training session attended by CoC leadership in 2013. These domains, as well as the priorities within each, are informed by HEARTH regulations.

Domain 1: Sphere of influence

Voted Priority: Involve those who are not currently at the table (CoC and ESG funded, formerly/current homeless person)

Tasks	Measured by
Increase consumer involvement <i>(CoC & ESG grantees and formerly/currently homeless individuals)</i>	<ul style="list-style-type: none">- 60% of LHCC meetings attended by a formerly/currently homeless person- 25% of CoC and ESG-funded agencies include a consumer in decision making body.- Record of each CoC housing project monitoring visit to include an interview/survey with current and/or former program participants.
Better integrate community action agencies	<ul style="list-style-type: none">- Attendance at 75% of LHCC meetings.
Outreach to political leaders	<ul style="list-style-type: none">- At least one training/visit with an elected official in 70% of LHCC areas.

BoS CoC Board: Regional Representation

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- **Colorado BoS CoC Board:** Includes two representatives from each of the 11 subregions within the CO BoS CoC
- **Mississippi BoS CoC Board:** Includes the chair of each of the 6 regional coalitions
- **Wisconsin BoS CoC Board:** Currently includes two representatives from each of the four geographic regions of the state, for a total of eight Board members. Possible changes to regional representation have been proposed, including:
 - Restructuring from four regions to five, each with two representative on the Board for a total of 10 total members
 - Allowing each of the 21 local coalitions (LC) in the BoS to elect one representative to serve on the Board

Examples of ICH/CoC Relationships

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CoC representatives serve as ICH member (ex: MO, TX, VA)

CoC representatives help form leadership of ICH subcommittees (ex: MO, VA)

CoC matters and activities are regular agenda items for ICH meetings (ex: ME)

ICH coordinates data sharing between local CoCs (ex: MD)

CoCs provide input to ICH to shape statewide strategies, funding decisions, and plans (ex: MA, MD, MO)

CoCs provide updates to ICH on progress toward local and statewide goals to end homelessness (ex: MA, MI, MO)

ICH provides support for CoCs in the successful completion of the annual CoC Competition (ex: MN)

ICH assists CoCs in developing their own local or regional plans to end homelessness (ex: MN)

ICH supports CoC planning and development of capacity (ex: MO, MN)

Virginia Governor's Coordinating Council on Homelessness (GCCH)

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- GCCH was developed in 2010 to help implement the state's strategies to prevent and end homelessness
- GCCH Membership:
 - Currently co-chaired by the Secretary of Commerce and Trade and the Secretary of Health and Human Resources
 - Members include State Departments, Agencies, and Local CoCs/planning groups
- The Coordinating Council meets quarterly. Standing committees meet monthly, bi-monthly, or as needed on topics such as Veterans, Unaccompanied Youth, Solutions, and Performance and Impact
- Through the GCCH, Virginia continues to build and deepen partnerships across systems - including criminal justice, behavioral health, and healthcare – to prevent and end homelessness

In November 2015, Virginia became the first state to effectively end Veteran homelessness. Virginia has also reduced overall homelessness by 31% and family homelessness by 37.6% from 2010 to 2016. This progress has been credited to strong statewide collaboration and coordination led by the GCCH.

Current Iowa Council on Homelessness/Balance of State CoC Governance Structure

Iowa Council on Homelessness: Committees and Working Groups

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**Executive
Committee**
(May Act on
Council's Behalf)

**Nominating
Committee**

**Continuum of
Care Committee**

*Standing Committees
(by Statute and
Governance Charter)*

*Working Groups
(by Governance
Charter)*

Public
Awareness
Committee

Research &
Analysis
Committee

Policy &
Planning
Committee

Coordinated
Entry
Committee

ICH Roles and Responsibilities:

State Statute

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- Evaluate state policies, programs, statutes & rules to determine if they should be revised to help prevent/end homelessness
- Evaluate and prioritize use of state, federal and other resources to prevent/end homelessness
- Develop coordinated system for delivery of homeless services
- Identify causes and effects of homelessness
- Increase awareness about homeless issues amongst policymakers and general public
- Advise policymakers on strategies to prevent/end homelessness
- Provide annual recommendations to the Governor
- Prepare biennial report on homelessness
- Assist with HUD CoC Program Application

ICH Roles and Responsibilities: Governance Charter (CoC-Related)

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- Plan/hold annual event at low capital to educate policymakers
- Set performance standards/benchmarks for homeless service programs
- Conduct regular evaluations/monitor performance of ESG and Balance of State CoC-funded programs and develop policies for dealing with poor-performing agencies
- Develop funding priorities for the state-wide ESG program and Balance of State CoC program
- Draft written standards for administering assistance for Balance of State CoC

Governance Priorities

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- Strategic Planning/Vision
- Increase Stakeholder Engagement
- Regionalization
- Enhance Monitoring/Program Accountability
- Maintain Ability to Complete HUD/CoC work
- Minimize Conflict of Interest
- Increase Administrative Capacity

Activity/Brainstorm: Opportunities for Governance Realignment

Five Governance Responsibilities

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1. **Statewide Policy:** Provide support and guidance to statewide policymakers (incl. Governor, legislature, etc.)
2. **Statewide Operations:** Day-to-day management of statewide homeless interventions (distinguish from CoC Operations)
3. **CoC Operations:** Day-to-day management of Iowa Balance of State CoC-specific activities
4. **Community Outreach and Policy Coordination:** Raise public awareness of efforts to prevent and end homelessness in Iowa and ensure coordination between branches of government
5. **Data, Research, and Analysis:** Establish benchmarks, evaluate performance, and meet State and CoC data needs

Five Governance Responsibilities

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3. **CoC Operations:** Day-to-day management of Iowa Balance of State CoC-specific activities
4. **Community Outreach and Policy Coordination:** Raise public awareness of efforts to prevent and end homelessness in Iowa and ensure coordination between branches of government
5. **Data, Research, and Analysis:** Establish benchmarks, evaluate performance, and meet State and CoC data needs

Based on your current knowledge, please sort yourselves into groups based on which responsibility above would most benefit from reform to the existing governance structure

Think About...

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- What is the **importance and expected benefit** of performing the duty or responsibility well? Why is it important?
- What are the **strengths** of the existing governance structure in regard to each duty or responsibility? What are the **challenges or barriers** related to that duty or responsibility that are posed by the current governance structure?
- What **changes or solutions** to the existing governance structure would ensure effective performance of the duty or responsibility?

Take notes!

Report Out

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Please summarize your group's conversation, including key takeaways related to:

- The **importance** of the duties and responsibilities your group discussed
- The **strengths and challenges** of the existing governance structure in regards to the duties and responsibilities discussed
- What **changes or solutions** could be implemented to improve performance of the governance structure

HUD Technical Assistance Contacts

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Please feel free to contact your TA providers with any comments or questions!

Alissa Weber, HomeBase
alissa@homebaseccc.org
(415) 788-7961, ext.347

Matt Olsson, HomeBase
matt@homebaseccc.org
(415) 788-7961, ext. 314

Iowa Council on Homelessness/Balance of State CoC Governance Strategy Session Workshop

November 16, 2018

INSTRUCTIONS

This workshop is intended to assist the membership of the Iowa Council on Homelessness (ICH)/Iowa Balance of State Continuum of Care (BoS CoC) to identify the strengths/opportunities and challenges/barriers associated with the current governance structure related to the effective performance of the various roles and responsibilities assigned to these entities. Attendees have been divided into five groups to facilitate this process. Each group will focus on a subset of the overall responsibilities of the Iowa Council on Homelessness and Balance of State Continuum of Care. Groups have been assigned to focus on the following topics:

- Statewide Policy (Advisory Role to State Government)
- Statewide Operations (Implementation and Ongoing Operation Role)
- CoC Operations
- Community Outreach and Policy Coordination
- Data, Research, and Analysis

This group will concentrate on identifying governance-oriented solutions to improve the effectiveness of the ICH/BoS CoC in addressing challenges related to CoC Operations.

Please assign a member of your group to record the substance of your conversation in the attached worksheet. Note that HomeBase will collect the recorder's copy of your group's worksheet at the end of today's workshop. Collectively, these worksheets will inform future technical assistance to address governance-related challenges for the ICH/BoS CoC. At the end of this workshop, each group will also be asked to report out the key solutions identified through your group's discussion for the benefit of all attendees. Your group will be asked to discuss the following as it relates to CoC Operations governance:

- (Pre-filled by HomeBase) What are the various duties and responsibilities related to this subject that are currently assigned to and/or performed by the Iowa Council on Homelessness and Balance of State Continuum of Care?
- (Pre-filled by HomeBase, but please add additional information as appropriate) Which group, organization, subgroup, or committee is currently responsible for performing the duties and responsibilities?
- When the duties and responsibilities are performed effectively, how does it benefit the ongoing efforts to end homelessness and what are the expected outcomes? In other words, what is the importance of the role, responsibility, or task?
- What are the (1) strengths of the current system that allow successful completion of this duty and (2) the challenges or barriers that currently hinder the responsible party or entity from successfully performing the duties and responsibilities in a manner that maximizes the benefit(s) or importance of the activity?
- What solutions could be implemented that would enable the responsible party or entity to more effectively perform the duties and responsibilities? Examples could include: increased dedicated staff, allocation of the activity to an alternate party or entity, reorganization of the governance structure, etc.

<p>What are the DUTIES AND RESPONSIBILITIES related to this subject?</p>	<p>What GROUP OR ORGANIZATION IS CURRENTLY RESPONSIBLE for performing the duties and responsibilities?</p>	<p>When performed effectively, what is the IMPORTANCE AND EXPECTED OUTCOME(S) of the duties and responsibilities?</p>	<p>What are the CURRENT STRENGTHS and/or CHALLENGES/BARRIERS related to successful performance of the duties and responsibilities?</p>	<p>What SOLUTIONS would ensure that the duties and responsibilities are effectively performed by the ICH/BoS CoC?</p>
<p>Develop funding priorities for the Iowa Balance of State Continuum of Care (CoC) grant program and implement those priorities through funding decisions</p>	<p><i>ICH (delegated to CoC Committee)</i></p>			
<p>Assist in the completion of the state’s continuum of care application to the U.S. Department of Housing and Urban Development</p>	<p><i>ICH (delegated to CoC Committee)</i></p>			

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Execute regular evaluation of current Iowa Balance of State CoC project grantees	<i>ICH (delegated to CoC and Research & Analysis Committees)</i>			
Develop and implement a Coordinated Entry system for the Iowa Balance of State Continuum of Care	<i>ICH (delegated to Coordinated Entry Committee)</i>			

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<p>Develop and implement written standards for administering assistance, for at least the Continuum of Care Program for the Iowa Balance of State</p>	<p><i>ICH (related duties delegated to Policy & Planning Committee)</i></p>			
<p>Use existing resources to identify and prioritize efforts to prevent persons from becoming homeless and to eliminate factors that keep people homeless</p>	<p><i>ICH</i></p>			

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<p>Work to develop a coordinated and seamless service delivery system to prevent and alleviate homelessness</p>	<p><i>ICH (delegated to Coordinated Entry Committee)</i></p>			
<p>Determine and implement policies and procedures to deal with poor performing agencies</p>	<p><i>ICH</i></p>			

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Identify and use federal and other funding opportunities to address and reduce homelessness within the state	<i>ICH</i>			

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- Statewide Policy (Advisory Role to State Government)
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- CoC Operations
- Community Outreach and Policy Coordination
- Data, Research, and Analysis

This group will concentrate on identifying governance-oriented solutions to improve the effectiveness of the ICH/BoS CoC in addressing challenges related to **Community Outreach and Policy Coordination**.

Please assign a member of your group to record the substance of your conversation in the attached worksheet. Note that HomeBase will collect the recorder's copy of your group's worksheet at the end of today's workshop. Collectively, these worksheets will inform future technical assistance to address governance-related challenges for the ICH/BoS CoC. At the end of this workshop, each group will also be asked to report out the key solutions identified through your group's discussion for the benefit of all attendees. Your group will be asked to discuss the following as it relates to Community Outreach and Policy Coordination governance:

- (Pre-filled by HomeBase) What are the various duties and responsibilities related to this subject that are currently assigned to and/or performed by the Iowa Council on Homelessness and Balance of State Continuum of Care?
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<p>Advise the governor's office, the Iowa Finance Authority, state agencies, and private organizations on strategies to prevent and eliminate homelessness</p>	<p><i>ICH</i></p>			
<p>Evaluate whether state agency resources could be more efficiently coordinated with other state agencies to prevent and alleviate homelessness</p>	<p><i>ICH</i></p>			

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Work to identify causes and effects of homelessness and increase awareness among policymakers and the general public	<i>ICH (partially delegated to Public Awareness Committee)</i>			
Prepare and file with the governor and the general assembly on or before the first day of December in each odd-numbered year a report on homelessness in Iowa	<i>ICH (tasked to Research and Analysis Committee)</i>			

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Plan and implement an annual event at the Iowa capital to provide education and guidance on issues and policy effecting homelessness and housing instability	<i>ICH (tasked to Public Awareness Committee)</i>			

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This group will concentrate on identifying governance-oriented solutions to improve the effectiveness of the ICH/BoS CoC in addressing challenges related to **Data, Research, and Analysis**.

Please assign a member of your group to record the substance of your conversation in the attached worksheet. Note that HomeBase will collect the recorder's copy of your group's worksheet at the end of today's workshop. Collectively, these worksheets will inform future technical assistance to address governance-related challenges for the ICH/BoS CoC. At the end of this workshop, each group will also be asked to report out the key solutions identified through your group's discussion for the benefit of all attendees. Your group will be asked to discuss the following as it relates to Data, Research, and Analysis governance:

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Identify performance standards for agencies and programs providing services to lowans who are experiencing homelessness or are near homeless that are consistent with Federal and State requirements	<i>ICH (delegated to Research and Analysis Committee)</i>			
Establish benchmarks that will allow effective evaluation of these performance standards on an ongoing basis over time	<i>ICH (delegated to Research and Analysis Committee)</i>			

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Determine and implement policies and procedures to deal with poor performing agencies	<i>ICH</i>			
Execute regular evaluation of current Iowa Balance of State CoC project grantees	<i>ICH (partially delegated to Research and Analysis & CoC Committees)</i>			

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Assist in the completion of the state's continuum of care application to the U.S. Department of Housing and Urban Development	<i>ICH (partially delegated to Executive & CoC Committees)</i>			
Monitor outcomes of ESG recipients through at least bi-annual review of performance. Work with the HMIS lead for the State of Iowa to develop a report for this purpose	<i>ICH</i>			

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This group will concentrate on identifying governance-oriented solutions to improve the effectiveness of the ICH/BoS CoC in addressing challenges related to **Statewide Operations (Implementation and Ongoing Operations Role)**.

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- (Pre-filled by HomeBase) What are the various duties and responsibilities related to this subject that are currently assigned to and/or performed by the Iowa Council on Homelessness and Balance of State Continuum of Care?
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What are the DUTIES AND RESPONSIBILITIES related to this subject?	What GROUP OR ORGANIZATION IS CURRENTLY RESPONSIBLE for performing the duties and responsibilities?	When performed effectively, what is the IMPORTANCE AND EXPECTED OUTCOME(S) of the duties and responsibilities?	What are the CURRENT STRENGTHS and/or CHALLENGES/BARRIERS related to successful performance of the duties and responsibilities?	What SOLUTIONS would ensure that the duties and responsibilities are effectively performed by the ICH/BoS CoC?
Develop a process for evaluating state policies, programs, statutes, and rules to determine whether any state policies, programs, statutes, or rules should be revised to help prevent and alleviate homelessness	<i>ICH</i>			
Evaluate whether state agency resources could be more efficiently coordinated with other state agencies to prevent and alleviate homelessness	<i>ICH</i>			

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Annually review the Iowa Administrative Rule of the Iowa Council on Homelessness for any needed updates or revisions	<i>ICH</i>			
Identify and use federal and other funding opportunities to address and reduce homelessness within the state	<i>ICH</i>			

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Use existing resources to identify and prioritize efforts to prevent persons from becoming homeless and to eliminate factors that keep people homeless	<i>ICH</i>			
Determine and implement policies and procedures to deal with poor performing agencies	<i>ICH</i>			

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Work to develop a coordinated and seamless service delivery system to prevent and alleviate homelessness	<i>ICH (delegated to Coordinated Entry Committee)</i>			
Consult with the Iowa Finance Authority to develop recommendations for funding priorities for the Emergency Solutions Grant (ESG) program	<i>ICH (partially delegated to Policy and Planning Committee)</i>			
Monitor outcomes of ESG recipients through at least bi-annual review of performance. Work with the HMIS lead for the State of Iowa to develop a	<i>ICH</i>			

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report for this purpose				

Iowa Council on Homelessness/Balance of State CoC Governance Strategy Session Workshop

November 16, 2018

INSTRUCTIONS

This workshop is intended to assist the membership of the Iowa Council on Homelessness (ICH)/Iowa Balance of State Continuum of Care (BoS CoC) to identify the strengths/opportunities and challenges/barriers associated with the current governance structure related to the effective performance of the various roles and responsibilities assigned to these entities. Attendees have been divided into five groups to facilitate this process. Each group will focus on a subset of the overall responsibilities of the Iowa Council on Homelessness and Balance of State Continuum of Care. Groups have been assigned to focus on the following topics:

- Statewide Policy (Advisory Role to State Government)
- Statewide Operations (Implementation and Ongoing Operation Role)
- CoC Operations
- Community Outreach and Policy Coordination
- Data, Research, and Analysis

This group will concentrate on identifying governance-oriented solutions to improve the effectiveness of the ICH/BoS CoC in addressing challenges related to **Statewide Policy (Advisory Role to State Government)**.

Please assign a member of your group to record the substance of your conversation in the attached worksheet. Note that HomeBase will collect the recorder's copy of your group's worksheet at the end of today's workshop. Collectively, these worksheets will inform future technical assistance to address governance-related challenges for the ICH/BoS CoC. At the end of this workshop, each group will also be asked to report out the key solutions identified through your group's discussion for the benefit of all attendees. Your group will be asked to discuss the following as it relates to Statewide Policy (Advisory Role to State Government) governance:

- (Pre-filled by HomeBase) What are the various duties and responsibilities related to this subject that are currently assigned to and/or performed by the Iowa Council on Homelessness and Balance of State Continuum of Care?
- (Pre-filled by HomeBase, but please add additional information as appropriate) Which group, organization, subgroup, or committee is currently responsible for performing the duties and responsibilities?
- When the duties and responsibilities are performed effectively, how does it benefit the ongoing efforts to end homelessness and what are the expected outcomes? In other words, what is the importance of the role, responsibility, or task?
- What are the (1) strengths of the current system that allow successful completion of this duty and (2) the challenges or barriers that currently hinder the responsible party or entity from successfully performing the duties and responsibilities in a manner that maximizes the benefit(s) or importance of the activity?
- What solutions could be implemented that would enable the responsible party or entity to more effectively perform the duties and responsibilities? Examples could include: increased dedicated staff, allocation of the activity to an alternate party or entity, reorganization of the governance structure, etc.

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Advise the governor's office, the Iowa Finance Authority, state agencies, and private organizations on strategies to prevent and eliminate homelessness	<i>ICH</i>			
Make annual recommendations to the governor regarding matters which impact homelessness on or before September 15	<i>ICH (delegated to Policy and Planning Committee)</i>			

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Prepare and file with the governor and the general assembly on or before the first day of December in each odd-numbered year a report on homelessness in Iowa	<i>ICH</i>			
Use existing resources to identify and prioritize efforts to prevent persons from becoming homeless and to eliminate factors that keep people homeless	<i>ICH</i>			

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Identify and use federal and other funding opportunities to address and reduce homelessness within the state	<i>ICH</i>			