



SNH CoC
HUD TA
Recommendations

7/13/23



HUD TA Review

In January 2023, CoC Board approved a recommendation from the Ad Hoc Governance Committee for HUD TA to review the following CoC components:

1. CoC Board Purpose & Structure
2. CoC Working Group & Committee Structure
3. Collaborative Applicant Roles & Responsibilities
4. Data, HMIS Governance & HMIS Lead Roles and Responsibilities
5. Coordinated Entry (in partnership with the Lived X Consultant team)

Guiding Principles in our Review

- Person-centered systems & practices
- Equity
- Housing-focus
- Transparency in community
- Inclusivity and diversity of perspective
- Data-informed
- Action-oriented

Update on CE Recommendations #1-2

#1: CE Lead Entity RFP Drafted in partnership with CCSS

Next Steps:

- Identify funding source for \$350k-\$580k annual cost
- Determine timeline & release RFP

#2: HPS Budget & Proposed Project Design being provided to CoC Board next

Quick recap of TA review

- Board Survey - 21 responses
- Working Group Survey - 86 responses
- Interviews with Collaborative Applicant staff
- Interviews with Champions and Administrative Support of each working group and committee
- Observation of board meetings, working group meetings, and committee meetings
- Document analysis included the CoC's governance charter and any documents associated with the working group and/or committees



Pause



CoC Board Structure & Purpose

The current Board for the SNH CoC is large with little oversight of CoC activities. The recommendations seek to empower the CoC Board to effectively govern the CoC while re-centering the community they represent.



CoC Board Purpose & Structure Recommendations

Board Representation & Training

- Consider decreasing the total number of board members while increasing the number of positions that are elected based on current CoC priorities, representation of marginalized populations.
- Evaluate the demographic makeup of the board compared to that of the population experiencing homelessness in Southern Nevada and find ways to outreach to underrepresented and marginalized populations to improve representation
- Create an annual mandatory board training to ensure that board members have knowledge of the roles and responsibilities of all of the entities in the CoC and the tools and data available to make decisions.

CoC Board Purpose & Structure Recommendations

Board Structure & Membership

- Create an executive committee of the board, to drive board strategy and ensure that every agenda and meeting drives action to make homelessness rare, brief, and non-recurring
- Increase board leadership terms to two years and/or consider adding a past chair position to the executive committee
- Empower the Board to effectively govern the CoC with the hire of a staffer that answers to the Board, can move work forward between meetings, and supports more action-oriented meetings

CoC Board Purpose & Structure Recommendations

Accessibility & Charter Updates

- Revise the CoC governance charter to include updates to board make-up and processes, including specificity around what decisions are made by the board, which require input from the full membership, and how the board will communicate with the membership to receive that input.
- Revise the governance charter to state that full CoC membership votes to elect board members.
- Remove strict compliance with open meeting law and instead create a process that increases board accessibility
- Re-engage the broader CoC membership through regular, community-facing meetings – suggest twice per year at minimum
(HUD Requirement)

Sample Board Make-up

CoC Board (19 Voting Members; 3 Ex-Officio Members)									
CoC Core Function Committees			Lived Expertise		Community Reps	Con Plan	Ex Officio		
CoC Program Committee (1)	Coordinated Entry Committee (1)	HMIS Steering Committee (1)	Youth Advisory Board (2)	Lived X Consultants (2)	CoC Member Elected Representation (8) <i>min 3 service providers</i>	Jurisdictions (4)	CA (1)	HMIS Lead (1)	CE Lead (1)

Sample Executive Committee Make-up

Option 1 - One-year leadership terms: CoC Executive Committee (9 members; 3 Ex-Officio Members)

Board-Elected Leadership			Lived Expertise		Community Reps	Con Plan	Ex Officio		
Past Chair (1)	Current Board Chair (1)	Vice-Chair (Chair-elect) (1)	Youth Advisory Board (1)	Lived X Consultants (1)	Board-Elected (3) (recommend a min. of 2 service providers)	SNRPC Representative (1)	CA (1)	HMIS Lead (1)	CE Lead (1)

Option 2 - Two-year leadership terms: CoC Executive Committee (7 members; 3 Ex-Officio Members)

Board-Elected Leadership		Lived Expertise		Community Reps	Con Plan	Ex Officio		
Board Chair (1)	Vice-Chair (Chair-elect) (1)	Youth Advisory Board (1)	Lived X Consultants (1)	Board-Elected (2) (recommend a min. of 1 service providers)	SNRPC Representative (1)	CA (1)	HMIS Lead (1)	CE Lead (1)



CoC Working Group & Committee Structure

The following recommendations seek to decrease the number of committees in the CoC which will hopefully free up more time for participating CoC members to perform their day jobs and shift the groups from compliance to efficacy, action, and quality.

- *Committees= ongoing, year-round groups that meet and get a CoC Board seat
- *Working groups= time-limited groups that do not get a CoC Board seat



CoC Working Group & Committee Structure Recommendations

- Reduce the number of working groups to those that are essential to CoC core functions and task those groups to report relevant updates to the Board and CoC membership
- Determine which specific entities and individuals are responsible for CoC functions and HUD requirements, including specification of what decisions get made where and by whom.

CoC Working Group & Committee Structure Recommendations

- Dissolve the following working groups and related sub working groups:
 - Data and Systems Improvement Working Group
 - Monitoring Working Group
 - Evaluation Working Group
 - Planning Working Group
 - Community Engagement Working Group
 - Trust Fund Ad Hoc Working Group
 - Governance Ad Hoc Working Group
 - Operation HOME! Leadership Group
 - Emergency Shelter Leadership Council
 - Landlord Engagement Working Group
 - Steering Committee

CoC Working Group & Committee Structure Recommendations

→ Create the following Committees:

- HMIS Steering Committee- HMIS governance, oversight, and evaluation
- Coordinated Entry Steering Committee- Functional, person-centered service coordination and governance
- CoC Program Committee- Oversee CoC projects, identify training needs, set performance targets, equity work

→ Maintain the following Committees:

- Lived X consultants
- Youth Action Board/Youth Working Group

CoC Working Group & Committee Structure Recommendations

- Create/maintain the following working groups:
 - Point in Time Working Group- Continue as-is (Census Planning)
 - Rank & Review Working Group- Review CoC NOFO project applications, score them, and create priority list to recommend to the CoC Board

CoC Working Group & Committee Structure Recommendations

- Community Implementation Groups that are not found in the CoC governance charter, but are space for ongoing community coordination and support:
 - Jurisdictional coordination
 - CoC & PHA collaboration (mainstream and special voucher focus)
 - Coordinated Outreach
 - Housing Problem Solving
 - Frontline Learning Collaborative
 - Veterans
 - Youth Working Group



Collaborative Applicant & HMIS Lead Recommendations

- Clearly delineate, within Clark County Social Services, between responsibilities of the entity as the Collaborative Applicant, HMIS Lead, and CCSS to ensure no one individual is asked to do too much on behalf of a very large community and to prevent perceived and actual conflicts of interest and centralization of power
- Clarify roles, responsibilities, and decision-making structures and develop MOUs with the CoC that detail these
- Develop a regular monitoring and evaluation process and incorporate periodic issuance of an RFP for the CA and HMIS Lead into the governance charter
- Evaluate HMIS governance and decision-making for inclusiveness and transparency.
- Evaluate CoC monitoring processes



Next Steps
