Governance

Center For CAPACITY BUILDING
National Alliance To End Homelessness

Governance

AGENDA

Defining Governance

Challenges

Models

HEARTH

"Make sure everything is done ethically. Within reason, of course."

A decision-making entity or set of entities with defined membership, authority, and (administrative) responsibilities

Make and Influence Decisions

- Funding
- Contracts
- Policies (CoC & non-CoC)

Allocate Resources
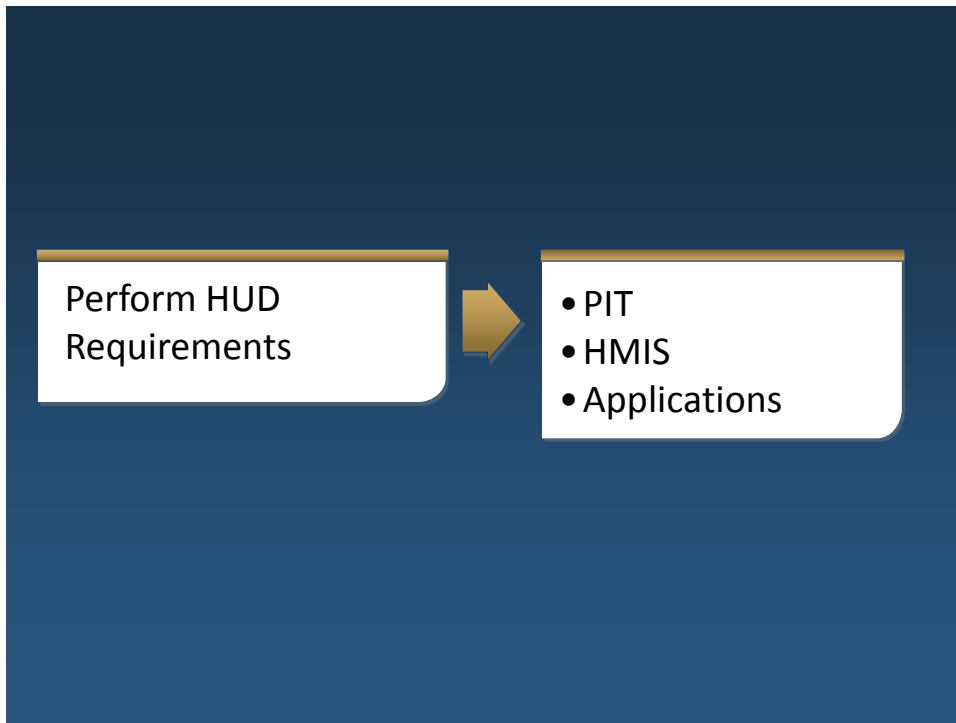
- Housing
- Services
- Subsidies
- Entitlements

Manage →
- Planning
- Coordination
- Oversight

Evaluate Performance →
- Data Collection
- System Evaluation
- Program Evaluation

Perform HUD Requirements

- PIT
- HMIS
- Applications

1. Are decisions made and implemented?

2. Is there a shared vision and common goals?

3. Are problems addressed quickly?

Decision Making & Implementation

Symptoms	Issues
System changes aren't made	
Policies seem arbitrary/not followed	
New initiatives stall	

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System changes aren't made

Policies seem arbitrary/not followed

New initiatives stall | State and local government entities don't exist/not interested in being involved |

Symptoms	Issues
System changes aren't made

Policies seem arbitrary/not followed

New initiatives stall | "All Volunteer" CoCs with limited/no funds for support so CoC's meet minimal HUD requirements for funding |

Symptoms	Issues
System changes aren't made Policies seem arbitrary/not followed New initiatives stall	Funding recipients may be decision-makers

Symptoms	Issues
System changes aren't made Policies seem arbitrary/not followed New initiatives stall	Little representation of stakeholder interests and ideas

Symptoms	Issues
System changes aren't made Policies seem arbitrary/not followed New initiatives stall	Limited power – no enforcement of policy and practice

Symptoms	Issues
System changes aren't made Policies seem arbitrary/not followed New initiatives stall	Multiple, disjointed governance entities

Symptoms	Issues
System changes aren't made	Little real evaluation of program and system outcomes is being done
Policies seem arbitrary/not followed	
New initiatives stall	

Symptoms	Issues
System changes aren't made	Jurisdiction for CoC may be different from ESG
Policies seem arbitrary/not followed	
New initiatives stall	

Symptoms	Solutions
System changes aren't made Policies seem arbitrary/not followed New initiatives stall	Use a well-understood, fair, organized way to make decisions, preferably based on data

Symptoms	Solutions
System changes aren't made Policies seem arbitrary/not followed New initiatives stall	Create a process for clear, streamlined, and deliberate system oversight and management

Symptoms	Solutions
System changes aren't made	
Policies seem arbitrary/not followed	Create a feedback loop
New initiatives stall	

Shared Vision & Common Goals

Symptoms	Issues
Contentious stakeholder meetings	
Public officials fail to make needed decisions	
Leaders and funders are asking for conflicting things	

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Symptoms	Issues
Contentious stakeholder meetings Public officials fail to make needed decisions Leaders and funders are asking for conflicting things	Lack of data to support vision/goals

Symptoms	Solutions
Contentious stakeholder meetings Public officials fail to make needed decisions Leaders and funders are asking for conflicting things	Have a broad, diverse set of stakeholders represented

Symptoms	Solutions
Contentious stakeholder meetings

Public officials fail to make needed decisions

Leaders and funders are asking for conflicting things | Improve data collection, evaluation, sharing processes |

Symptoms	Solutions
Contentious stakeholder meetings

Public officials fail to make needed decisions

Leaders and funders are asking for conflicting things | Regularly communicate goals, accomplishments, challenges, and outcomes to stakeholders and community leaders |

Exercise

1) Fill out "How does your Governance Rate"
2) Think about you action plan and identify—
   - One thing your governance does well
   - How you will leverage that strength
   - One thing your governance does poorly
   - How you will compensate for that weakness

Governance Models

Models – Nonprofit Grantee

- Columbus, Ohio
- Nonprofit entity receives CoCs funds - Community Shelter Board (CSB)
- CSB also administers and evaluate ESG funds
- CSB contracts with agencies
- CSB monitors and evaluates performance
- There is a large CoC committee that includes government, nonprofits, advocates and other community members

Nonprofit Convenor

- Ohio Balance of State
- Nonprofit advocacy organization compiles application for funds - COHHIO
- Local Jurisdictions do planning and provide info to COHHIO meet HUD requirements.
- COHHIO and Committee evaluate funding applications
- Agencies contract directly with HUD for funds
- COHHIO provides TA to agencies to improve performance

City/Local Government

- San Antonio Texas
- City Planning Department is Applicant
- City contracts with agencies and passes HUD funds
- Nonprofits work with City on meeting HUD Requirements
- City Housing and Community Development Agency uses RFP process to solicit projects for funds

HEARTH Governance

Collaborative Applicant

Unified Funding Agency

Collaborative Applicant Roles

- Submits application to HUD for CoC Funds

- Need not be a legal entity

- Can receive 3% of total funds available to CoC as admin fee

Collaborative Applicant Roles (cont)

- Manage process for development of application to HUD

- Evaluate the outcomes of projects funded thru thr CoC

- Establish priorities for funding

Collaborative Applicant Roles (cont)

- Develop process for selecting projects for funding

- Participate in Consolidated Plan Process

- Ensure operation of HMIS

Your Collaborative Applicant

- Is there an entity that could be the Collaborative Applicant?

- Can that entity also be a UFA?

- Will there be consensus about CA?

- Membership – who is currently involved?

- Who is not involved and should be?
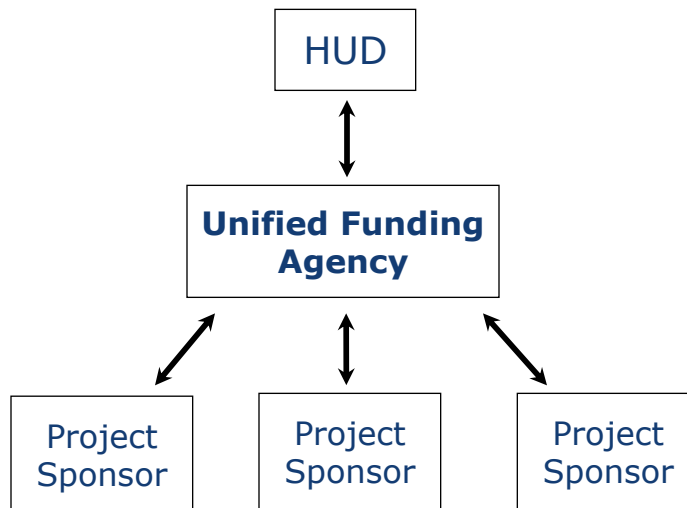
Your Collaborative Applicant

- Are there currently conflicts of interest? How will you resolve them?

- Committee/subcommittee structures can ensure work gets done and can also resolve conflicts of interest.

- If you were to start from scratch, how would you organize the CoC?

Unified Funding Agency Roles

- All duties of collaborative applicant plus:
  - Receive funds from HUD and distribute to project sponsors
  - Must require project sponsors to have appropriate financial/grant management and conduct annual audit
  - Responsible for HMIS compliance
- Can receive 6% of total funds available to CoC as admin fee

Unified Funding Agencies (cont)

- UFAs must be legal organizational entities
- A Collaborative Applicant could apply to become a Unified Funding Agency (UFA) or HUD could designate a Collaborative Applicant as a UFA
- HUD must approve all UFAs

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                    │   HUD    │
                    └────┬─────┘
                         ↕
                 ┌───────────────┐
                 │ Unified Funding│
                 │     Agency     │
                 └───────────────┘
                ↙        ↕        ↘
   ┌──────────┐  ┌──────────┐  ┌──────────┐
   │ Project  │  │ Project  │  │ Project  │
   │ Sponsor  │  │ Sponsor  │  │ Sponsor  │
   └──────────┘  └──────────┘  └──────────┘
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Why/Why Not UFA?

Pros

- More responsive to project sponsors' needs
- Can align and combine funding resources
- Can align reporting and requirements
- Opportunity for system re-engineering
- Greater accountability and knowledge of needs for TA support for programs

Why/Why Not Unified Funding Agency?

Cons

- Monitoring and grants management may exceed capacity
- Admin fee may not cover costs to perform duties of UFA
- Concerns about states/localities using CoC funds to fill budget gaps
- Nonprofits concerned about loss of control/influence on funding decisions

Potential UFA Lead Entities

- Nonprofit funding or advocacy organization
- Foundation (United Way)
- Intermediary
- State or local government
- Funding collaborative
- Newly formed entity