Proposed CoC Governance Changes
Overview of Information

• Shared System Mission and Goals
• Timeline of System Transformation
• Overview of CoC Board Transition Workgroups
• Proposed Evolved Governance Structure
  • MDHA Board
  • CoC Board
• CoC Board Duties and Committees
• CoC Assembly Executive Council
  • Structure
  • Leadership
  • Relationship to workgroups
  • Relationship to policy
Shared Mission:
Achieve Measurable Reductions in Homelessness

System Values

- Every person Experiencing Homelessness Has Access to an Appropriate Exit Pathway
- Exit Pathways are Scaled to Meet Demand and Targeted to Meet the Needs of Specific Populations
- Accountability and Success is Demonstrated Using Data
- Engagement and Transparency are Central Behaviors in All Collective Efforts
# Homeless System Collective Action Plan

## System Goals and Strategy

### Effectively End Veteran Homelessness by 2021
- **Exit Pathways**
  - Identify and Triage All Homeless Veterans Using a Standardized Process that Defines an Exit Pathway
- **Targeted & Scaled**
  - Target Homeless Veterans for Existing Permanent Housing Interventions
- **Account with Data**
  - Track and Drive Toward Faster Matching and Lease Up Rates
- **Engagement & Transparency**
  - Create a Leadership and Implementation Work Group of Stakeholders to Execute as a System
  - Report Progress Publicly

### Measurably Reduce Chronic & Unsheltered Homelessness by 2023
- **Exit Pathways**
  - Identify and Triage All Unsheltered Homeless Using a Standardized Process that Defines an Exit Pathway
- **Targeted & Scaled**
  - Target Bridge and Permanent Housing Interventions for the Chronic Unsheltered Population
- **Account with Data**
  - Track and Drive Toward Faster Matching and Lease Up Rates – Repurposing case managers to navigate
- **Engagement & Transparency**
  - Create a Leadership and Implementation Work Group of Stakeholders to Execute as a System
  - Report Progress Publicly

### Measurably Reduce Family and Youth Homelessness by 2025
- **Exit Pathways**
  - Identify and Triage All Youth and Family Homeless Using a Standardized Process that Defines an Exit Pathway
- **Targeted & Scaled**
  - Target Diversion and RRH Housing Interventions for the Youth and Family Populations
- **Account with Data**
  - Improve system-wide coordination and connections with community resources to support family stability and prevent returns to homelessness
- **Engagement & Transparency**
  - Create a Leadership and Implementation Work Group of Stakeholders to Execute as a System
  - Report Progress Publicly
Timeline to date

**Clutch Planning Phase**
- May 18: Clutch kicked off engagement
- May: EXEC Cmte mtg 1
- June: CAS Focus Group
- June: CAS Refinement Workshop
- June: PSH, Diversion, Outreach, ES Affinity sessions

**Clutch Execution Phase – 18 Months**
- July: CoC Assembly Meeting
- Aug: July CoC Board Meeting
- Sept: 1:1 Board Member Discussions
- Sept: Sept Board Meeting

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**Authorities**
- EXEC Cmte Mtg 1
- EXEC Cmte Mtg 2
- EXEC Cmte Mtg 3
- EXEC Cmte Mtg 4
Governance Transition Workgroups Overview

CoC Workgroup
Chair: Karen Hughes
• Draft Charter
• Draft lead agency MOU
• Stewardship and nomination of members

MDHA Workgroup
Chair: Ashley Brundage
• Revise MDHA Charter
• Draft policies and procedures
• Stewardship and nomination of members
Organizing Governance to Support Collective Goals

CoC BOARD

WHAT: Federally mandated representative Governance Board

PURPOSE: Single table for all systems and funders to align investments, standardize performance, and approve operating policies

MDHA

WHAT: Backbone organization(s) for the homeless response system

PURPOSE: Create & maintain an infrastructure to drive the creation and implementation of system strategies and policies

WORK GROUPS

WHAT: Collection of standing and ad hoc work groups organized to support implementation and policy creation

PURPOSE: Inform and test planning, oversight and implementation policies in real time
Proposed Evolved Governance Structure

**Dallas & Collin County Continuum of Care Board**

- County & City Govts.
  - Elected Body
  - Appointed Staff
- Public/private committees

**Metro Dallas Homeless Alliance**

**Private Funders Collaborative**
Collection of private funders championing the effort to end homelessness in Dallas.

**Partner Systems**
Systems of care that provide direct/indirect services to individuals experiencing homelessness.

**Elected CoC Assembly Executive Council**

Implementation Structure: Work Groups, Task Groups, Leadership Groups

- Outreach
- Crisis System
- CAS
- RRH
- PSH
- Collin Co
- Veterans
- HMIS
The CoC Board will consist of twenty-seven (27) members. The composition of the CoC Board shall include community representatives within the geographic area served by the CoC who are:

Municipalities Places 1 – 5
1) Dallas County- HHS, Health Authority, or designee
2) Collin County- HHS, Health Authority, or designee
3) City of Dallas- Office of Homeless Solutions, Director, or designee
4) Rotating seat for another city with a population larger than 100,000 within Dallas Co, Director level for homeless initiatives
5) Rotating seat for another city with a population larger than 100,000 within Collin Co, Director level for homeless initiatives

Plates 6 - 23
6) School District, Director, Special Programs, or designee
7) Dallas Housing Solutions for North Texas, President, or designee
8) Parkland Hospital, Chief Executive Officer, or designee
9) Workforce Solutions of Greater Dallas, Executive Director, or designee
10) United Way of Metropolitan Dallas, President/Chief Executive Officer, or designee
11) North Texas Behavioral Health Authority, Executive Director, or designee
12) US Department of Veteran’s Affairs, Director or designee
13) Collin Co Homeless Coalition, Chair
14) Service provider serving homeless subpopulations, Chair of CoC Assembly Executive Council
15) Service provider serving homeless subpopulations, Chief Executive Officer, Appointed by Nominating Committee
16) Affordable housing developer, Appointed by Nominating Committee
17) Dallas Co Business leader, Appointed by Nominating committee
18) Collin Co Business leader, Appointed by Nominating Committee
19) Person with lived experience, Appointed by Nominating Committee
20) Person with lived experience, Appointed by Nominating Committee
21) Faith-based institution, Appointed by Nominating Committee
22) Charitable Foundation, Appointed by Nominating Committee
23) Criminal Justice Representative, Appointed by Nominating Committee

At-large Members
24) At-large member
25) At-large member

Places 26-27 (Ex officio, non-voting members)
26) Continuum of Care Lead Agency Board Chair
27) Past Chair of CoC Board
Evolved Dallas Governance Structure

- **Overarching Community Plan:**
  - D-One with supplemental Homeless System Collective Action Plan
  - C-One with supplemental Homeless System Collective Action Plan

- **Lead decision-making body:** Continuum of Care Board

- **Lead Agency:** Metro Dallas Homeless Alliance

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**Continuum of Care Board**

- **CoC Assembly Executive Council**
- **Governance & Nominating Committee**
- **Independent Review Committee (IRC)**
- **Committees and Workgroups**

**CoC General Assembly**

**MDHA Agency**

**Metro Dallas Homeless Alliance Board**
Continuum of Care Board and Committees

- Composed of representatives from across the community
- Membership consists of designated seats as outlined in the charter
- Three standing committees:
  - Governance/Nominating
    - Responsible for:
      - Annual Nominations Process
      - Annual CoC PnP Review
  - Independent Review Committee (IRC)
    - Responsible for:
      - CoC NOFA Allocations
      - State ESG Allocations
  - CoC Assembly Executive Council
    - Responsible for:
      - CoC Operations Policy and Procedures

Promote community-wide goal of ending homelessness
Manage Community Planning Process
Lead Decision Making Body
Coordinate and Evaluate the System
Recommend funding to re-house homeless
Execute MOU with MDHA
CoC Assembly Executive Council

- 5-7 Members
- Elected by the CoC General Assembly
- Serves as the Executive Committee of the CoC Assembly
- CEO or senior level leadership- direct report to CEO, agency decision making power
- Members representing different components of system- Collin Co, SSO, Prevention, Crisis Services, and Housing reps
- An elected Chair and Vice Chair
- Chair would fill one provider seat on CoC Board
- Oversight of Workgroups and Operational Policy Development
- Continual coordination with workgroup chairs and leaders
CoC Assembly Executive Council

- Staggered 2-year terms
- 5-7 Members
- CEO or senior level leadership - direct report to CEO, agency decision making power
- Members representing different components of system - Collin Co, SSO, Prevention, Crisis Services, and Housing reps
- An elected Chair and Vice Chair

Workgroup Chairs

- The CoC Assembly Executive Council will provide input to the selection of chairs and committee, sub-committee, and workgroup/taskforce members. Committees, sub-committees, and workgroups/taskforces will be established as needed to fulfill the CoC Strategic Plan.
Policy and Procedure Development Overview

**Policy:** Rules and Standards
- Identifies problem and scope - *what*
- Tells us *why* an action needs to be performed
- Widespread application
- Usually expressed in broad terms
- Answer major operational issues
- Change less frequently

**Procedure:** How and Where
- Evolve over time as new tactics and tools emerge, new processes are designed, and the risks associated with an area change in response to internal or external changes
- Narrow application
- Often include high level of detail
- Focus on the *how, when* and *who*
- Describe a process
- Prone to change
POTENTIAL Policies and Procedures activities for system transformation

Charter: CoC Board votes to revise; changes proposed by Governance Cmte of CoC Board

Lead Agency MOU: CoC Board and MDHA board vote to revise

CoC Operations Policy: CoC Board votes to revise; changes proposed by CoC Assembly Executive Council but originates in workgroups

Full manual approved annually by CoC Board
Proposed CoC Operations Policy Approval Process Revision

1. Committee Chair presents policy or revision to Policies and Procedures Committee.
2. Policy and Procedures Committee approves policy or revision.
3. Policy or revision is sent back to CoC Committee.
4. CoC General Assembly approves policy or revision.
5. If approved, policy or revision is sent to CoC Board for approval.

2-3 Months to complete

4-5 Months to complete
MDHA Board Roles & Responsibilities

- Composed of representatives from across the community
- Membership consists of nominated seats as outlined in the MDHA Bylaws
- Two standing committees:
  - Governance/Nominating
  - Audit/Finance

- Establish MDHA identity and direction
- Determine MDHA strategic priorities
- Ensure necessary financial resources for MDHA operations
- Provide oversight of MDHA leadership and operations
- Monitor progress toward achievement of organizational goals
- Set organizational policy
MDHA Lead Agency Roles & Responsibilities

- Empowered lead agency with dedicated project management staff and technical experts
- Designated through an MOU with CoC Board
- Responsible for staffing the CoC Board, committees and workgroups.
- CoC Planning, Collaborative Applications, and HMIS Lead responsibilities
- Leads and maintains the system transformation
Governance Transition Plan Timeline - Next Steps

September Board Meeting
1) Present the proposed governance model
2) Approve move forward with finalizing the proposed governance model through the work groups and Executive committee work group
3) Approve chairs and members of work groups

November Board Meeting
1) Workgroups present transition plan and details for full board vote
2) Board votes to approve the governance structure

January 2021
MDHA and CoC Boards begin separate meetings and operations
Questions or Comments

Please submit public questions and comments to:
Karen Hughes
CoC Board Chair
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