Rural Governance and Management

Presenter

- Patricia Gabel, RCAC

Learning Objectives

- Participants will explore various types of governance models and structures that are best aligned with rural CoCs, and Balance of State Continuums.

- Participants will identify key governance strengths and areas of improvement for governance and decision making in their community.

- Participants will identify key partners and next steps for engaging those potential partners.

This workshop is intended to provide information specific to CoCs serving all or some rural areas, such as Balance of State or Statewide CoCs

Section 1

Governance Models

Successful CoC Process

- A year-round planning process that is coordinated, inclusive, and outcome oriented

- Incorporates the specific governance options that promote effective integration of planning efforts that are designed to overcome rural challenges

- Leverages resources from States, ESG, and CDBG programs.

Governance Structure

- Governing Board/Steering Committee
- Committees
  - Management Committees provide ongoing operations oversight
    - Program Committee coordinates and develops new and emerging programs
    - Evaluation Committee coordinates research and proposal evaluation
    - Grants and Funds Committee oversees funding applications
    - Data committee assesses needs and gaps

FLEXIBLE RESOURCES, DATA-DRIVEN SOLUTIONS:
USING HMIS AND HEARTH TO END HOMELESSNESS

Governance Structure (cont.)

- Service coordination committee – charged with interagency case coordination and identifying problems with interagency referrals

- Reporting committee – frequently concerned with HMIS implementation

- Implementation committee – concerned with provider performance and operation of the CoC system

PDT

Slide 7

PDT2   There is a lot of text on this slide. I suggest splitting into 2 slides, with "Task-specific subcommittee or workgroup" on the second slide.
Patrick Taylor, 8/16/2010

Governance Structure (cont.)

- Task-specific subcommittee or workgroup
  - Size of the group should be fairly small
  - Include individuals with specific expertise required to accomplish the tasks
  - Example: formed to develop recommendations for addressing discharge planning from mental institutions

Governance Structure Example

Governance Recommendations

- Membership representative of private, nonprofit, and public sectors

- Membership decided through an open and democratic process

  – Leadership rotated in a planned way, through staggered terms

- Private and public sector leadership should also be rotated

  – Both sectors should be represented in leadership positions (Chair and Co-Chair)

Governance Recommendations (cont.)

- Committed to being fair, impartial, and objective when reviewing projects and making decisions.
  - Established code of conduct
    - Provide information about how the governing process works
    - Identify what may be considered a conflict of interest, and
    - Identify what redress people have if they are unhappy with the process or decisions made by the governing committee.
  - Establish clear criteria under which members of the governing committee should abstain from discussion and voting.

Governance Recommendations (cont.)

- Committee meetings should be public
  - Interested citizens provided with timely notice of those meetings.
  - Keeping attendance and minutes of all planning group meetings

Governance Recommendations (cont.)

- Develop "up-front" and transparent decision-making rules
  - Allows membership to agree on how decisions will be made
  - Gives members a written procedure to follow
  - Provides members with a sense of fairness for the decision-making process.

Alternate Governance Models

- Single entity or organization
  - Makes planning decisions on community's behalf
  - Must have existing trust relationship with community
  - United Way or County Government are examples
- Loosely affiliated group of volunteers
  - Makes planning decisions by consensus
  - Must have trust relationship and history of successful activity outcomes
  - Example: Disaster Response Committee

Section 2

Developing Partnerships

Partnerships

- Help build and sustain a network of relationships among stakeholders
- Contribute to solving the problem of homelessness

Partnerships (continued)

- Reduce providers' sense of isolation in a rural area by:
  - Developing strong networks among providers
  - Enhancing service provider effectiveness through resource sharing, economies of scale, policy influence, and improved operational efficiency
  - Strengthening both the capacity of individual organizations and the sector as a whole

Partnership Building

- CoC goal is maximum participation in the planning process by all stakeholders.

- Techniques for partnership building:
  - Identifying a range of possible partners
    - Those directly aligned with coalition mission
    - Mainstream housing services
    - Mainstream agencies
    - Partners that do not typically serve people who are homeless
  - Create different methods of participation

Partnership Building (continued)

- Conduct active outreach
  - Identify the specific individuals
  - Identify the particular purpose that offers benefits to participant
  - Spell out what the Continuum intends to accomplish
- Keep partners involved between meetings
  - Maintain a directory of Continuum members
  - Establish working groups to move activity forward
  - Encourage partners with similar interests to join forces
  - Share information regularly to maintain focus

Partnership Building (continued)

- – Publicize the Continuum's successes
  - Send tailored messages to individuals and organizations that the Continuum wishes to recruit
  - Disseminate written documents produced by the Continuum or any of its members
  - Take advantage of opportunities to report on Continuum activities in public forums
  - Cultivate relationships with local news media

Partnership Building (continued)

– Make Continuum participation fun and worthwhile

- Arrange time for socialization and offer opportunities for networking
- Provide training on topics of interest to the group and share useful tools
- Use meeting time efficiently to accomplish the group's goals

Partnership Challenges in Rural Areas

- Transportation
  - Time and expense involved in meeting with other providers is magnified when travel difficulty is greater

PDT12   Move "Isolation" onto next slide, so both sub-points are on the same slide.
Patrick Taylor, 8/16/2010

Partnership Challenges in Rural Areas

- Isolation
  - Geographic
    - "Hidden" Homeless created by dispersed populations
    - Time and expense required for clients to obtain service
  - Language and cultural
    - "We take care of our own" attitude in rural areas
    - Limited rural resources make provision of translation services difficult

PDT13   Add a new slide for "Shortage of Services"
Patrick Taylor, 8/16/2010

Partnership Challenges in Rural Areas

- Shortage of Services
  - Services are sparse in rural areas and provider capacity typically is stretched
  - Providers often must serve as "jacks-of-all-trades," making it difficult to provide the quantity and quality of services needed

Section 3

Workshop Interaction

Interaction Plan

- Trainer example of two community planning experiences:
  - A successful experience building a CoC upon an already flourishing, and trusting relationship: members of a HOME Consortium Steering Committee were asked to recommend, and then reach out to various members of their communities to bring together the CoC Steering Committee.
  - A not-so-successful community planning experience: How a poorly structured HMIS collaborative stumbled for a while until administrative issues were resolved.

PD

PDT14   Add a new slide. Put "Break into Discussion Groups" on the new slide.

Might want to add a bullet point of discussion group "rules" (i.e. appoint a note-taker & someone to report back)
Patrick Taylor, 8/16/2010

Break into Discussion Groups

Interaction Plan (continued)

- Review handout: <u>Rural Governance and Management - Criteria and Format for Success</u>
  - Identify key governance strengths in your region
  - Identify areas to restructure for more effective governance and decision making in your region, or
  - Create a potential governance structure in a region where there is none
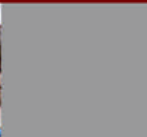
Interaction Plan (continued)

- Review Handout: <u>Steps to Engage Potential Partners</u>
  - Create a list of potential stakeholders in collaboration with your discussion group
  - Identify strategies for successful recruitment
  - Discuss ways to keep partners involved between meetings
  - Identify publicity goals
  - Make it fun and worthwhile

Questions/Comments?

Section 4

Resources

Handouts

- Rural Governance and Management - Criteria and Format for Success
- Steps to Engage Potential Partners

Resources

http://www.hudhre.info/documents/RuralCoCGuidebook.
  pdf

Discusses rural homeless population and strategies CoC
  systems can use to address rural homelessness

http://www.hudhre.info/documents/BuildingEffectiveCoalit
  ions.pdf

Building Effective Coalitions handbook

PDT15   The resources are hard to follow. I would reformat them as such:

Line 1 = Title (brief)
Line 2 = URL (should be on a single line. reduce URL font size to 20pt and see if that works. Also, get rid of the "http://www" part of the url.)
Line 3 = very brief description. If you are going to do a brief decsription for one, I suggest doing one for all of them, so they are consistent.

So the first two would be:

Rural CoC Guidebook
hudhre.info/documents/Rural CoC Guidebook.pdf
Discusses rural homeless population and rural CoC strategies

Building Effective Coalitions
hudhre.info/documents/BuildingEffecdiveCoalitions.pdf

Patrick Taylor, 8/16/2010

Resources (continued)

http://www.hudhre.info/documents/counting_unsheltered.
pdf

Point in Time Count of unsheltered homeless detail

http://www.hudhre.info/documents/3rdHomelessAssessm
entReport.pdf

Demonstrates statistical extrapolation

http://www.hudhre.info/documents/eHICfaqs.pdf

Housing Inventory Chart description

Slide 34

PDT16   I would suggest only having 2 resources per slide.
              Patrick Taylor, 8/16/2010

Resources (continued)

http://www.hudhre.info/documents/2008_HIC_Instructions.pdf

PDT

Sample Housing Inventory Chart Instructions

http://www.hudhre.info/documents/HMIS_AdvcgData11Cmties2009.pdf

HMIS collaboration examples

http://www.ruralhome.org/storage/documents/voicesfall2007.pdf

Case studies and examples of planning and service delivery in rural homeless

Slide 35

PDT17   I would suggest only 2 resource per slide. (8 resources = 4 slides = add one slide.)

Patrick Taylor, 8/16/2010

Contact Info

Patricia Gabel, RCAC   pgabel@rcac.org