



MEMORANDUM

Date: June 3, 2015
From: Mayor Ben McAdams
To: Collective Impact Steering Committee Members
Re: Collective Impact Steering Committee and HUD Continuum of Care
CC: Salt Lake County Coordinating Council Executive Committee

Ben McAdams
Salt Lake County Mayor

Nichole Dunn
Deputy Mayor &
Chief Administrative Officer

In order to facilitate effective system-wide planning and to ensure that homeless service providers in Salt Lake County remain eligible for HUD funding, the Collective Impact on Homelessness Steering Committee needs to define its relationship to the HUD Continuum of Care (COC) Program.

It was previously proposed that the Collective Impact Steering Committee evolve into a COC Governing Board, an advisory body recommended by HUD. Based on Steering Committee feedback and further HUD guidance, that proposal has been substantially revised. In its place, the following recommendations are now proposed to the Steering Committee for discussion:

- 1) **Maintain the separation of the Collective Impact Steering Committee and the COC Governing Board as bodies with distinct yet aligned activities and responsibilities.**
- 2) Demonstrate alignment between the two bodies by adding the following language to the Collective Impact Steering Committee's "Governing and Core Activities Charter" (proposed additions in italics below and a copy of the full charter attached):

"Provide input to Salt Lake County on strategy, community engagement and shared measurements of success, *including:*

- *Strategies for coordinating and implementing a system-wide approach to meet the needs of the homeless population*
 - *Strategies for coordinating and integrating funding streams and services system-wide*
 - *Review and provide input on annual gap analysis of homelessness needs and services"*
- 3) Demonstrate alignment between the two bodies by formally appointing the Chair and at least one other member of the separately organized COC governing Board to serve on the Collective Impact Steering Committee. With support from Salt Lake County staff, these joint members will facilitate and ensure active communication between both bodies as it relates specifically to system-wide planning.

The Collective Impact Steering Committee would have no other formal responsibility for managing or overseeing the HUD COC governance board, the COC collaborative grant submitted to HUD, or related HMIS system and standard operating procedures.

If the above recommendations are favorably reviewed or amended, the Collective Impact Steering Committee will vote on the adoption of items 1), 2) and 3) above.

To ensure our community fulfills HUD eligibility requirements, we have also proposed separately to the Salt Lake County Homelessness Coordinating Council (SLCHCC) Executive Committee that they serve as an interim HUD COC Governing Board. This interim role would continue through the summer, during which time the SLCHCC Executive Committee is being asked to work with Salt Lake County to explore options for fulfilling this role permanently. We have also proposed that in so doing they demonstrate alignment with the Collective Impact Steering Committee by integrating into the charter for the COC Governing Board two requirements: a) that the board chair and at least one additional member serve on the Collective Impact Steering Committee, and b) that board activities support the system-wide planning recommendations made by the Collective Impact Steering Committee.

The attached slide further illustrates these recommendations. The slide is taken from a detailed proposal for structuring the COC program that has been provided to the SLCHCC Executive Committee for their review. For purposes of transparency, we have uploaded that entire document to the Collective Impact Steering Committee's Dropbox resource folders:

Resource Material > Continuum of Care > June 3 2015 COC Restructure Proposal with Notes

To facilitate forward movement, the Executive Committee of the SLCHCC has been asked to review and provide initial feedback on these recommendations prior to the June 10 meeting of the Collective Impact Steering Committee.

In the meantime, if you have questions or would like further information about this proposal, or would like a copy of the full proposal emailed to you directly, please contact Shaleane Gee.

Main Committee Contact:

Shaleane Gee

Manager, Special Projects and Partnerships Division

Salt Lake County Regional Development

385.468.7033 office | 801.608.8066 cell | sgee@slco.org

Attachments:

Collective Impact Committee Governing Charter and Core Activities

Slide Detail: Proposed Restructure of HUD Continuum of Care

Steering Committee Governance Agreement

As a Steering Committee Member of the Salt Lake County Collective Impact, I agree to:

- **Adopt and support** the goal of developing a collective vision for the delivery of services to those who are homeless within Salt Lake County to offer them a safe place to live and support toward self-reliance and quality of life. I understand that Salt Lake County acting as the backbone entity has partnered with Salt Lake City and the State of Utah to implement the Collective Impact Strategy.

- **Provide strategic guidance, vision and oversight** including:
 - Developing and refining a Common Agenda for change, including the problem, goals and guiding principles
 - Using data to inform and support strategy development
 - Tracking the progress of work used agreed upon indicators
 - Making connections with other stakeholders in the community and on the Steering committee
 - Interacting with Salt Lake County on strategy, community engagement and shared measurements of success.

- **Provide leadership** by:
 - Considering how my organization can align to the Common Agenda
 - Serving as an advocate of the collective impact effort in the community
 - Identifying and mobilizing resources to meet needs
 - Identifying and implementing the most appropriate strategy to accomplish the collective outcomes.

- **Play and active role** by:
 - Participating in person at the regularly scheduled meetings
 - Coming to meetings prepared for discussion, learning, and listening
 - Commit to a year-long membership of the Steering Committee

Signature: _____ Date: _____

Printed Name: _____

Organization: _____

GROUP	Group of All Stakeholders in Homeless System	CoC Grant Collaborative Applicant	CoC HMIS Lead	CoC Board	Collective Impact Steering Committee
PER HUD REQUIREMENTS	<ul style="list-style-type: none"> Recruit members annually Hold full membership meetings at least semi- annually Designate Collaborative Applicant, HMIS Lead. Adopt and Approve written process for Governing Board selection and Governance Charter annually. Fulfills the "CoC Membership" Stakeholder Group Requirement Fulfillment or delegation of System Planning activities. See other columns for delegation. 	<ul style="list-style-type: none"> Submit the actual HUD CoC grant Provide technical guidance to HUD CoC grantees and helps them adhere to multiple HUD requirements. This is a supplement to the Denver Field Office. 	<ul style="list-style-type: none"> Responsible for the HMIS System Multiple HUD requirements tied to the HMIS Standard Operating Procedures 	<ul style="list-style-type: none"> Meet Quarterly Board composition includes a range of stakeholders, including a homeless or formerly homeless person. Fulfills the "CoC Governance Board" Stakeholder Group requirement but will function as an advisory board. Board members disclose Conflict of Interest. 	<ul style="list-style-type: none"> Not a HUD required group. However, communities are empowered to create additional groups and subcommittees as necessary. Collective Impact has been endorsed by HUD, NAEH, and the IACH as a useful tool for communities to achieve HUD Goals and HUD System Performance Measures.
SYSTEM PLANNING ACTIVITIES		<p>Monitor, and develop Policies and Procedures to assure ESG and CoC funded programs meet HUD requirements for: centralized assessment system , participant eligibility, and termination.</p> <p>Prepare the CoC application for funds. Keep abreast and adhere to changes in the CoC rules, law , regulations, NOFA, etc.</p> <p>Establish Priorities and Determine the number of projects to be submitted in the CoC application to HUD.</p>	<p>Operate the HMIS System and provide input on HMIS Standard Operating Procedures and selection of HMIS vendor.</p>	<p>Will help "Group of all stakeholders" meet stakeholder logistic requirements:</p> <ul style="list-style-type: none"> recruit stakeholders annually hold full stakeholder group meetings. Recommendations for CoC designations for CoC Collaborative Applicant and CoC HMIS Lead <p>Provide input on assuring termination of assistance to clients follows due process</p>	<p>Provide input on coordinating and integrating funding streams and mainstream services system –wide.</p> <p>Provide input on strategies for coordinating and implementing a system-wide approach to meet the needs of the homeless population.</p> <p>Review and provide input on annual gaps analysis of homeless needs and services</p>