Columbus & Franklin County Ohio
Continuum of Care

Columbus and Franklin County Continuum of Care (CoC) Governance Structure Document

1. Purpose

This Governance Structure Document translates the Governance Charter into a clear, operational view of how governance is organized, how decisions are made, and how responsibilities are distributed across the Continuum of Care (CoC).

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2. Governance Framework Overview

The CoC operates through a multi-level governance model consisting of:

1. **CoC Membership (Full Body)**
2. **CoC Executive Board (Governing Body)**
3. **Committees and Workgroups**
4. **Lead Entities (Collaborative Applicant & HMIS Lead)**
5. **Partner Agencies and Advisory Bodies**

This structure ensures accountability, compliance with HUD regulations, and coordinated system-wide decision-making.

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3. Governance Hierarchy

3.1 CoC Membership (Highest Authority)

Role:

- Serves as the full governing body representing the community
- Holds ultimate authority for major decisions

Key Responsibilities:

- Approves governance charter, policies, and system standards
- Elects and authorizes the CoC Board
- Approves funding priorities and final HUD application
- Reviews system performance and outcomes
- Makes final decisions on appeals

Decision Rules:

- Quorum: Majority of members
- Approval threshold: Two-thirds vote

3.2 CoC Executive Board (Delegated Governing Body)

Role:

- Acts on behalf of the Membership between full meetings
- Provides strategic oversight and decision-making

Key Responsibilities:

- Oversees system performance, compliance, and strategy
- Recommends policies, funding priorities, and governance updates
- Appoints committees and workgroups
- Reviews and recommends funding decisions and project rankings
- Monitors partner agency performance

Authority:

- Delegated by Membership
- Must operate within Charter and HUD requirements

Decision Rules:

- Quorum: Simple majority
- Approval threshold: Two-thirds vote

3.3 Committees and Workgroups

Role:

- Operational arms of governance
- Conduct detailed work, analysis, and recommendations

Types:

- Standing Committees (e.g., Innovation, Access & Impact)
- Advisory Boards (Youth Action Board, Citizens Advisory Council)
- System Workgroups (Adult, Family, Veteran, etc.)

Key Responsibilities:

- Analyze system needs and performance
- Develop recommendations for Board and Membership
- Implement strategic initiatives

Authority:

- Advisory (recommendations only unless delegated authority is specified)

3.4 Lead Entities

Collaborative Applicant (Community Shelter Board)

Role:

- Administrative and strategic coordination lead

Responsibilities:

- Manages HUD application process
- Coordinates planning and system operations
- Monitors performance and prepares reports
- Supports committees and governance processes

HMIS Lead Agency (Community Shelter Board)

Role:

- Data governance and system performance lead

Responsibilities:

- Manages HMIS system and data quality
- Ensures privacy, security, and compliance
- Provides system-level reporting and analytics

3.5 Partner Agencies

Role:

- Service delivery partners within the CoC system

Responsibilities:

- Deliver housing and supportive services
- Participate in HMIS and data reporting
- Comply with CoC policies and HUD requirements
- Participate in monitoring and quality improvement

Authority:

- Operational (no governance authority unless serving in Membership/Board roles)

3.6 Advisory Bodies (Lived Experience Integration)

Citizens Advisory Council (CAC)

- Represents individuals with lived experience
- Provides input on policies, funding, and programs

Youth Action Board (YAB)

- Represents youth with lived experience
- Participates in youth-focused governance and planning

Role in Governance:

- Advisory with formal representation in Membership and Board

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4. Decision-Making Structure

4.1 Decision Flow

1. Committees develop recommendations
2. Board reviews, refines, and votes
3. Membership reviews and approves (when required)

4.2 Decision Authority Levels

Decision Type	Committee	Board	Membership
Operational recommendations	Primary	Review	—
Policy and standards	Input	Recommend	Approve
Funding priorities	Input	Recommend	Approve
HUD application	Input	Recommend	Approve
Appeals	Input	Decide	Final authority

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5. Accountability and Oversight

5.1 Performance Oversight

- Board monitors system and program performance
- Collaborative Applicant conducts analysis and reporting
- Membership reviews outcomes and trends

5.2 Compliance

- HMIS Lead ensures data compliance and quality
- Board ensures alignment with HUD regulations
- Membership maintains ultimate accountability

5.3 Quality Improvement

- Issues addressed through Quality Improvement Plans (QIPs)
- Escalation path: Agency → CSB → Board → Membership

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6. Meeting and Engagement Structure

Group	Frequency	Purpose
Membership	3+ times/year	Major decisions, approvals
Board	At least 6 times/year	Governance and oversight
Committees	Ongoing	Operational work
Workgroups	Monthly/Quarterly	System coordination

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7. Delegation Model

The CoC operates under a structured delegation model:

- Membership → Delegates authority to Board
- Board → Delegates operational work to Committees and CSB
- CSB → Executes administrative, planning, and data functions

All delegated responsibilities remain subject to oversight and approval by the Membership.

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8. Governance Principles

The governance structure is guided by the following principles:

- Transparency
- Accountability
- Collaboration
- Data-driven decision-making
- Inclusion of lived experience
- Compliance with federal (HUD) requirements

9. Summary

This governance structure ensures that:

- Strategic authority rests with the full Membership
- Decision-making is efficient through Board delegation
- Operations are supported by committees and lead agencies
- Accountability is maintained across all levels

Together, these components create a coordinated, compliant, and high-performing governance system for preventing and ending homelessness.