Coordinating Board Agenda  
*February 6th, 2019, 2:00pm-4:00pm*

King County Chinook Building  
(401 5th Ave) Room 115

The All Home Strategic Plan commits to reducing racial disparities of those experiencing homelessness. Nearly two thirds of people experiencing homelessness are people and families of color. Institutional and systematic racism contributes to the oppression of people of color, creating inequity, poverty and in some cases, homelessness. Success in reducing racial disparities and creating effective systems both for a dignified emergency response and housing, will require bold action and shared accountability. This commitment will include the proactive reinforcement of policies, practices, attitudes and actions to produce equitable power, access, opportunities, treatment, impacts and outcomes for all.

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<th>Time</th>
<th>Item</th>
<th>Presenter</th>
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<tr>
<td>2:00pm</td>
<td>Welcome, Introductions &amp; Public Comment</td>
<td>Gordon</td>
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<td>2:10pm</td>
<td><strong>Homeless System Redesign – Continuum of Care Decisions - Phase One</strong></td>
<td>Sara</td>
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<td>• Review of sequencing of CoC decisions</td>
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<td>• <strong>ACTION ITEMS:</strong> Discussion and decisions on Phase One items</td>
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<td>o Mission and Theory of Change</td>
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<td>o Values</td>
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<td>o Committee revisions</td>
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<td></td>
<td>▪ Creation of Board Selection Committee</td>
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<td>▪ Consumer Advisory Council Revisions</td>
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<td>▪ Creation of CoC Application/Ranking Standing Committee</td>
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<td>▪ Dissolve Funder Alignment Committee</td>
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<td>▪ Direct Committees (new and existing) to begin work to develop charters</td>
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<td>o Carryover items (voting, commitment, terms, conflict of interest, etc.)</td>
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<td>• Next Steps for carrying out Phase One items</td>
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<td><strong>Result:</strong> Board approves Phase One components of the revised CoC Charter and provides guidance to staff and committee membership on implementation of these components.</td>
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<td>3:30pm</td>
<td><strong>Continuum of Care Decisions – Phase Two</strong></td>
<td>Gordon</td>
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<td>• Discussion on the next phase of decisions which include approval of the complete revised charter</td>
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<td>• Requests for Next Steps</td>
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<td><strong>Result:</strong> Board is clear on remaining decisions needed to finalize charter and provides input on key items for discussion any requests for further background/information to inform Phase Two decisions.</td>
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<td>3:55pm</td>
<td><strong>Director’s Report and Board Updates</strong></td>
<td>Sara</td>
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<td>4:00pm</td>
<td><strong>Adjourn</strong></td>
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Next meeting: Wednesday, March 6th, 2pm-4pm

CoC and CoC Board Governance Recommendations

February 6, 2019
Our Charge, Your Values

Seattle and King County asked CSH and Future Laboratories to develop recommendations for a new structure for regional collaborative decision-making and policy and resource alignment.

The lens through which this new structure was to be developed was one of racial equity and partnership with persons with lived experience.
I want to clarify my priorities by defining my goals and the path to reach them.

*If* [inputs] and [activities] *produce* [outputs] this should *lead to* [outcomes] which will ultimately *contribute to* [goal].
Examples

Heifer International believes that it significantly contributes to feeding the world and securing sustainable livelihoods, by enhancing the capacity of vulnerable and smallholder farmers, especially women. These accompanied by strong social capital and women’s empowerment will have multiplier effects, and result in a sustainable reduction in world hunger and poverty.
If

- Build Partnerships
- Utilize research & data
- Enhance infrastructure
- Educate

Then

- Integrated & Coordinated Plans/Efforts
  - Individual Behavior Change
    - Prevention
    - Early Detection
    - Treatment
    - Rehabilitation
    - Palliation

- Decrease incidence
- Increase age of onset
- Earlier stage of diagnosis
- Decrease morbidity
- Decrease mortality
- Increase quality of life
Recommended Theory of Change

*If we* create a homelessness response system that centers customer voice, *then we will* be able to focus on responding to needs and eliminating inequities, *in order to end homelessness for all.*
The Mission, Values, Theory of Change

Now combined in one section of the Charter.

- **Mission: What You Want to Achieve**
  - Making homelessness rare, brief, and non-recurring

- **Values: What You Believe**
  - Transparency, Equity, Inclusion, Accountability

- **Theory of Change: How You Orient Towards Your Mission**
  - Centering customer voice will lead to better understanding and responding to need and inequities

Grouped together, these items paint a more comprehensive picture of how the CoC will operate.
What We Do Next

The mission, values and theory of change guide the development and implementation of:

- Regional Action Plan
- Impact Framework
- Measurement Framework
- Tools for implementation
Handling Disagreements

• Charter now includes a process for handling disagreements between the Consumer Advisory Council and other committees. It provides for access to the Board while requiring that all sides are heard.

• Charter also includes a process to elevate a decision made by the Board.
What is the estimated Timeline and Sequencing for Board Decisions?

**Phase One**
(Go First items made effective)

- Go first or “Phase One” decisions include foundational components of the revised charter such as:
  - Theory of Change Ratification
  - Adoption of Values
  - Approval of Committee revisions to align and integrate with broader system
  - Carryover items from current Charter

**Phase Two**
(Adoption of Charter, not yet effective)

- **Adopt** fully revised CoC Governance Charter to become effective upon creation of the New Entity
- Preparation for implementation of New CoC Charter including Board selection process and transition planning/onboarding of new members

**Phase Three**
(All aspects of New Charter made effective)

- New Board 1st Meeting when New Entity is created
- Select Chair who will also sit on Exec Board of New Entity
- Add Directors of New Entity to Committees as hired
- Consolidate All Home Functions into new entity

*Timelines are approximate*
I. Overview

This Governance Charter (Charter) establishes the governance structure for the Seattle-King County Continuum of Care (S-KC CoC) in accordance with the McKinney-Vento Homeless Assistance Act (as amended) and in accordance with state and local law.

This Charter further establishes Committees that are representative of the relevant organizations and of projects serving homeless subpopulations within the CoC’s geographic area. It also delegates authority for certain regulatory responsibilities to specific committees or entities within the geographic area.

II. Duration

This Charter shall be adopted on the day it is approved by the current All Home Coordinating Board.

The Charter will become effective on XX DATE, or on the date that a new Consolidated Authority established by the City of Seattle and King County is considered operational, whichever comes first. When voting to adopt this Charter, the All Home Coordinating Board may establish multiple effective dates for specific activities contained herein, based on the implementation of the new system-level governance structure described in Sections III and V.

Thereafter, the Charter shall be updated and affirmed annually by the S-KC CoC Advisory Board in consultation with the collaborative applicant and the Homeless Management Information Systems (HMIS) lead. The Charter shall be reviewed and approved every five years by the full CoC membership.

If the environment described in Section III changes significantly, or otherwise impacts the governance structure of the CoC as envisioned in this Charter, the Board will revise the Charter accordingly.

III. Environment

In December 2018, the City of Seattle and King County, with their local partners, publicly committed to moving forward with the actions and strategies outlined in a report by Future Laboratories. The report contained ten actions and related strategies, including a recommendation to consolidate authority for homeless assistance through the implementation of a new regional consolidated entity. These actions, when implemented, will fundamentally change the landscape of homeless services and their administration within the region.

The purpose of the CoC governance adjustments made via this Charter is to be responsive to the changing regional environment, so that the CoC can be directly connected to regional efforts to make homelessness rare, brief and non-recurring, and so that it can be as effective as possible.

IV. Mission, Values and Theory of Change (Effective Date: Phase One)

The mission of the S-KC CoC is to make homelessness in the region rare, brief, and non-recurring. To accomplish this mission, the CoC is adopting a set of values that will guide its actions and a theory of change that will orient the CoC in specific ways towards its mission.
The CoC (through the Board and its committees) will endeavor to make funding, program and policy actions that are aligned with its stated values. These values will guide the actions of all S-KC CoC bodies established under this Charter:

- Recommendations and decisions will reflect the diversity of people experiencing homelessness.
- The CoC will promote equity for communities of color disproportionately affected by homelessness.
- Decisions and recommendations made by the CoC will reflect a cross-sector and regional approach.
- The CoC will operate with transparency and inclusiveness.
- The CoC will promote shared responsibility and accountability.
- CoC leadership will establish clearly defined roles and responsibilities, and communicate decisions clearly and widely.

While values help to guide the development of specific recommendations and decisions that are presented to the CoC Board, a theory of change is necessary to provide a broad framework for how the work of the CoC orients towards the mission.

This theory of change was developed by the community, in concert with Future Laboratories and members of the Lived Experience Coalition, and is consistent with the theory of change adopted by key regional partners. The theory of change requires the CoC to approach the system resources it controls in a specific way, with the understanding that this orientation will have certain results.

If we create a homelessness response system that centers customer voice, then we will be able to focus on responding to needs and eliminating inequities, in order to end homelessness for all.

The values of racial equity and centering voices of people with lived experience are integral to the work of the S-KC CoC. Therefore, any changes to the stated mission or theory of change on behalf of the S-KC CoC must be approved by the Consumer Advisory Council prior to coming to the S-KC Board for final approval.

V. Governance and Responsibilities

The S-KC CoC is a broad coalition of stakeholders dedicated to the mission of the CoC. This includes customers, service providers representing various populations and interventions, representatives of culturally-specific constituencies, funders, the faith community, researchers and universities, health care providers and others.

The full S-KC CoC membership shall meet twice a year. This may include an annual conference and/or other meetings dedicated to approval of necessary documents or review of progress towards approved plans/milestones. These meetings are open to the full CoC membership.

a. CoC Membership  [Effective Date: Phase One]
   i. Members of the S-KC CoC shall be those organizations and individuals who are interested in, and supportive, of our community's goals to end homelessness.
ii. The membership and selection process for members of S-KC CoC Advisory Board is outlined in the following sections.

b. CoC Board
   i. Purpose (Effective Date: Phase Three)
      The purpose of the S-KC CoC Advisory Board will be to act in a broad advisory capacity to the Executive Board of the new consolidated entity, and to also function as the CoC Board for specific legally required duties. This allows for a strong connection between the administration of HUD funding and the broader regional efforts towards making homelessness rare, brief and non-recurring, while also preserving the integrity of the CoC Application process and compliance with HUD requirements.

      The S-KC CoC Advisory Board will perform two main functions:
      1. It will advise the Executive Board on policy and technical issues, and raise for approval any committee recommendations that have political and/or appropriations components.
      2. It will function as the CoC Board for actions required under the HUD regulations at 24 CFR §578, including approval of committee recommendations that do not have appropriation/political components.

   ii. Decision Making and Authority (Effective Date: Phase One except where noted)
      S-KC CoC Advisory Board meetings are open to the public with public input opportunities available via email and specific time allocated on the agenda. Meetings will operate under the premise of consensus and will strive to operate in an open environment, with sufficient time for discussion so each person has a fair chance to be heard and issues can be understood.

      a. Only seated Board members may vote on CoC business. Where substantial differences of opinion exist, the final report shall make an effort to reflect the divergence of views.
      b. In cases where consensus cannot be reached, the Board will resort to Robert’s Rules of Order, with a requirement of a super majority vote of 60 percent of those present for the item on the table.
      c. The Executive Director (or their designee) of the consolidated entity will be granted a vote in the event of a tie. (Effective Date: Phase Three)
      d. Decisions may be made only when a quorum, defined as 50 percent plus one, of the Board is present.
      e. Decisions made by the Board in cases where there is a disagreement between the Consumer Advisory Council and another committee may be appealed to the Executive Board by the Chair of the impacted committee.
      f. Board members are strongly encouraged to attend in person. Attendance by telephonic conference may be permitted in extenuating circumstances. The Board will be “principals only” unless a proxy is submitted in writing in advance of the meeting.
      g. A super-majority vote of 60 percent of those present and voting shall be required to approve new members.
h. The Board has authority to adopt revisions to the Governance Charter in compliance with HUD CoC Program regulations.

i. The Board approves final submission for the annual CoC application to U.S. Department of Housing and Urban Development (HUD), including establishing annual priorities and ranking (see Committees).

j. The Board designates the CoC Collaborative Applicant and HMIS Lead.

k. The Board accepts policy recommendations from committees for regional implementation, except those recommendations that have appropriations or political considerations and therefore require action by the Executive Board. **(Effective Date: Phase Three)**

iii. **D. Commitment** **(Effective Date: Phase One)**

Unless otherwise provided by written agreement, any S-KC CoC Advisory Board member may resign at any time by giving written notice. In addition, the Board or Committee Chair may remove members for repeated absence, misconduct, or violation of conflict of interest policies.

a. Regular personal attendance at committee meetings and events is required unless excused by the Co-Chairs for good reason. This commitment is not delegated to others. Three unexcused absences in one year are grounds for removal.

b. Commitment to listen to, value and utilize the experience and contribution of people who are or have experienced homelessness as equal partners in ending homelessness.

c. A one year minimum commitment is required.

d. Leadership to further regional goals, including serving as a community champion, speaking on behalf of the regional efforts or the CoC and assuring ongoing dialogue with the community on opportunities, progress, results and barriers to ending homelessness in King County.

iv. **Board Membership and Selection Process** **(Effective Date: Phase 3 except where noted)**

The S-KC CoC Advisory Board will have a maximum membership of 16 people.

a. Applications for Board membership will be open to the public and will be managed by an Ad-Hoc Selection Committee established by the Board when necessary. The Selection Committee will make recommendations to the Board for vacant seats. **(Board Establish Selection Committee: Phase One)**

Representational categories shall be identified to ensure that membership comprises an appropriate array of committed private and public sector community leaders who reflect the diversity of people experiencing homelessness and regional differences. Individuals may fulfill cross-representation of categories.

b. The established seats include: **(Effective Date: Phase Three)**
Seattle-King County Continuum of Care
Continuum of Care Governance Charter

a. Representatives of Standing Committee (Chairs/Designee) (4)
b. Nonprofit homeless providers/advocate (4)
c. University or Research partner (1)
d. Philanthropy or Other Funder (2)
e. Individuals currently or formerly experiencing homelessness (3)
f. American Indian/Alaskan Native Community representative (2)
c. Members who represent a government department or organization will be appointed by their relative organization for consideration and final approval by the Board.
d. The Coordinating Board shall elect a Chair and Vice-Chair, one of whom should be a provider.
e. Recommendations for changes in representation from each sector will be considered annually at the November Board meeting. New Coordinating Board members shall be appointed under the following circumstances:
   a. The resignation or dismissal of a current member.
   b. Instances in which a current member no longer fills the representation category in which they have been appointed.
   c. In each of these cases, a super-majority vote of 60 percent of those present and voting shall be required to approve new members.

v. Terms (Effective Date: Phase One)
a. A term is a calendar year, January through December.
b. For those members who represent a government department or organization, that person may serve as long as they continue to hold the same job/position.
c. For those members who represent a segment of the population or a named organization, terms shall be for three years, with the option of serving one additional term.
d. Terms for officers shall be for three years from the date of nomination, with the option of serving one additional year.

c. Committees (Effective Date: Phase Three except where noted)
Committees are structured to ensure a system-level focus rather than a CoC-specific focus. Generally, Committees have the following characteristics:
   • The chair of each committee be the Director of the corresponding functional area of the new entity,
   • Chairs and members of each committee participate in ongoing training around integrating racial equity into their work. Committees should be held accountable to develop analyses and policies that drive progress toward achieving equitable outcomes for people experiencing homelessness.
   • That members are selected from the staff of the new entity, and the provider (including government partners like the VA or health care) and lived experience communities based on their expertise in the subject matter,
   • Committees act as working groups, and are limited to no more than 8 regular members,
Committee members must participate consistently and substantively or may be removed by the Committee Chair, and

Committees are empowered to identify and engage specific experts for time-limited projects to increase capacity.

Standing Committees of the S-KC CoC Advisory Board include:

1. Consumer Advisory Council – Co-Chaired by the Director of the ombudsperson office and a representative from the Lived Experience Coalition, with members selected by the Lived Experience Coalition. The Consumer Advisory Council will review and approve policy and program recommendations made by other committees before they are sent to the Advisory/CoC Board or Executive Board for final approval. **In the case of a disagreement between a committee and the Consumer Advisory Council after at least two rounds review, a recommendation may be sent to the Advisory/CoC Board without the approval of the Consumer Advisory Council as long as it is accompanied by written comment from the Consumer Advisory Council. If the disputed recommendation is presented in person to the Advisory/CoC Board, the co-Chairs of the Consumer Advisory Council must also be invited to present their concerns.** *(Effective Date: Phase One)*

2. System Performance Committee - Chaired by the Director of the system performance office. Members include consolidated entity staff, providers and customers with expertise in this area. Members must also include HMIS and CEA staff. *(Effective Date: Phase Three)*

3. CEA Policy Advisory Committee - Chaired by the Director of the appropriate office within the new entity. Members include consolidated entity/CEA staff, providers and customers with expertise in this area. *(Effective Date: Phase Three)*

4. CoC Application/Ranking Standing Committee – Chaired by the Executive Director (or their designee) of the consolidated entity in order to ensure system-level priorities are articulated. Members include non-HUD funded providers and customers who can make strong recommendations to the Board for ranking projects for the annual CoC Competition. *(Effective Date: Phase One)*

5. Cross-Cutting Policy Committee – The purpose of this committee is to provide a forum for providers serving a variety of populations to develop recommendations or share practices regarding interventions, challenges or policy issues. Chaired by the Director of the Community Impact area of the new consolidated entity, this committee includes representation from groups serving populations such as veterans, domestic violence survivors, families, youth, unsheltered persons, etc. This committee may exceed the 8-person standard. *(Effective Date: Phase Three)*

**Dissolve Funder Alignment Committee: Phase One**

Each Standing Committee shall develop a charter or work plan to guide its work and priorities. *(Direct Committees to begin work on this, Phase One)*

The S-KC CoC Advisory Board has the authority to establish time-limited, ad-hoc committees as needed. *(Effective Date: Phase One, establish selection and unsheltered committees)*
d. Delegation of Authority (Effective Date: Phase Three)

The S-KC CoC delegates the responsibilities detailed in the regulation at 24CFR 578.7 and 578.9 to the S-KC CoC Advisory Board, except as follows:

- 578.7(a)(6 and 7) – Establishing, monitoring, evaluating and taking action regarding performance are delegated to the Consolidated Entity. Developing recommendations on system-level performance metrics is delegated to the System Performance Committee. The CoC Ranking Committee must consider System Performance metrics in the CoC application process. Approval for new policies by the Board is contingent on review/approval by the Consumer Advisory Council.
- 578.7(a)(8) – Establishing and operating a Coordinated Entry System is delegated to the appropriate office of the Consolidated Entity. The CEA Policy committee is delegated authority to recommend system-level practices and procedures informed by expert members. Approval for new practices by the Board is contingent on review/approval by the Consumer Advisory Council.
- 578.7(a)(9) – Establishing written standards is delegated to the Consolidated Entity. Approval for new policies by the Board is contingent on review/approval by the Consumer Advisory Council.
- 578.7(b)(1-5) – Selection, implementation and operation of the regional HMIS is delegated to the Executive Director of the Consolidated Entity.
- 578.7(c)(1-5) – CoC planning must be conducted as part of regional planning efforts. Therefore, the development of a work plan, conducting the point-in-time count, conducting a gaps analysis, coordinating with ESG recipients and providing input into the regional Consolidated Plan is delegated to the Executive Director of the Consolidated Entity.

e. Conflicts of Interest (Effective Date: Phase One)

All members of the CoC shall abide by the Conflict of Interest guidelines provided in the Continuum of Care Interim Rule at 24 CFR 578.95 Conflicts of Interest. All members of the S-KC CoC Board will sign a Conflict of Interest statement at the beginning of their membership. Members who find themselves faced with a potential conflict between their business, organizational or private interests and their CoC responsibilities shall avoid conflict of interest during the decision making process by following these guidelines:

A. Disclose any actual or potential conflicts of interest in advance of the meeting to the Board Chair or Vice-Chair.
B. Publicly disclose conflicts of interest at relevant Board meetings.
C. Recuse himself or herself at any time from involvement in any decision or discussion in which they believe he or she may have a conflict of interest.

VI. Relationship Between the S-KC CoC Board and the Executive Board (Effective Date: Phase Three)

The Chair of the S-KC CoC Advisory Board will have a seat on the Executive Board to ensure a robust connection between the two bodies.
VII. Designations *(Effective Date: Phase Three)*

a. HMIS

The eligible applicant and operator of the HMIS on behalf of the CoC will be the Consolidated Entity, to become effective at such time that the new entity has sufficient capacity to carry out these duties.

b. Collaborative Applicant

The Collaborative Applicant on behalf of the CoC will be the Consolidated Entity, to become effective at such time that the new entity has sufficient capacity to carry out these duties.