



Coordinating Board Meeting

November 6, 2019

2pm-4pm

Seattle Municipal Tower (700 5th Ave)

58th Floor, Conference Rooms 5882 & 5876

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 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.

2:00pm	Welcome and Introductions	Sara
2:05pm	Public Comment	Sara
2:10pm	CoC Application Process Continuous Quality Improvement (CQI) <i>Result: Board affirms direction for the CoC application CQI community process.</i>	Kira
2:30pm	Tiny Home Villages Update <i>Result: Board votes on appropriate categorization for City of Seattle Tiny Village sites meeting shelter threshold.</i>	Jason
2:50pm	Homeless System Redesign <ul style="list-style-type: none"> • Review and discussion of revised CoC Governance Charter remaining decisions: <ul style="list-style-type: none"> ○ Board membership and leadership ○ Delegation of Authority • Ad hoc CoC Board Membership Selection Committee <i>Result: Board adopts a revised CoC Governance Charter for implementation upon standup of the Regional Authority and provides guidance on proceeding with the creation of an Ac Hoc Board Selection Committee</i>	Sara
4:00pm	Adjourn	



City of Seattle

Jenny A. Durkan, Mayor

Human Services Department

Jason Johnson, Interim Director

Date: March 28, 2019

To: All Home Coordinating Board

From: Jason Johnson, Interim Director, Human Services Department (HSD)
Tess Colby, Senior Advisor on Homelessness, Mayor's Office

Subject: Classifying Permitted Villages as Shelter

Purpose: For reporting in the 2020 Point in Time (PIT) and Housing Inventory Counts (HIC), the Seattle/King County Continuum of Care (CoC) must determine the most accurate reporting possible for sheltered locations. Four permitted villages funded by the City of Seattle were previously categorized as sheltered in 2019. At that time the CoC board requested that any additional reclassifications be brought back before the board for a separate vote. Since that time three additional villages have improved their facilities and amenities and the City of Seattle is requesting that the CoC similarly categorize them as emergency shelter for reporting purposes.

Background

The City of Seattle opened the first three sanctioned encampments in 2016, following the declaration of the State of Emergency and the recommendations from the Unsheltered Task Force. The initial vision for the encampments was a low-cost alternative to traditional shelter. The early encampments had only the most basic infrastructure, including tents and honey buckets with no power or running water. They were operated with a self-managed model supported by SHARE and Nickelsville with only minimal optional housing case-management.

Through systems analysis, evidence-based practices, and listening to the needs and wants of people experiencing homelessness, HSD has worked to invest in comprehensive programming designed to support people to move from homelessness to housing. Much like the City of Seattle has worked to transition their shelter from basic to enhanced programs focused on services and amenities, the evolution from encampments to permitted villages has followed this same process. The current permitted villages have come a long way from those first encampments. Permitted villages are no longer basic tents and no services. HSD's understand of a more effective shelter model, including being 24/7, the ability to come in with your partners, pets and possessions, and receive services focused on stabilization and housing, has also been applied to the villages. Successfully ending homelessness is much less about the physical space and much more about the services and amenities offered to residents.

Considerations

The Point in Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. The Housing Inventory Count (HIC) is a point-in-time inventory of provider programs within a CoC that provides beds and units dedicated to serve persons who are homeless. The 2020 reporting of both the PIT and the HIC are due to HUD by the end of April, 2020. Changing the classification at this time will support a proper accounting of individuals when the Count is conducted in January.

In presenting to the CoC board for this consideration in 2019, the City of Seattle worked with USICH to confirm that the CoC can define the permitted villages as shelter if they meet the standard for habitability. In regard to the villages, the most relevant would be:

- ADA accessible units must be available
- Site must include adequate space and security for program participants and their belongings
- Site must have hygiene facilities, which must be accessible but do not need to be in the structure
- Must have natural or mechanical means of ventilation
- Food prep areas must have suitable space and equipment to store, prepare, and serve food in a safe and sanitary manner

Four current permitted villages meet these standards of habitability and were reclassified as shelter in 2019. Currently three additional villages also meet the standard. These permitted villages also have electricity and heat in the units. They have kitchen facilities with refrigeration, meal prep and stoves/ovens where meals are provided, or residents can cook for themselves. The villages also have hygiene trailers that provide showers and plumbed toilets. (See Attachment 1)

HSD has made considerable efforts since 2017 to shift its investments in shelter to ensure the necessary amenities and services to support people in moving out of shelter and into housing. Programs with these necessities are classified for funding as enhanced shelters. The shelter response also includes basic shelters, which primarily focus only on the basic need for someplace warm and dry to sleep overnight. In order to be considered an enhanced shelter, programs must:

- Be 24/7 or have extended hours
- Guarantee residents right of return to their bed/unit
- Have hygiene amenities such as showers and laundry
- Provide storage for belongings
- Provide meals
- Case-management to Resident ratio is no more than 1:30

The City's seven permitted villages outlined in Attachment 1 are much more closely aligned to enhanced shelters than basic shelters. These permitted villages all include the necessary services and amenities to be defined as enhanced shelters. They are also much more like enhanced shelters than basic shelters in cost and outcomes as well. The City does not intend to seek reclassification from the single remaining village.

While the initial intention of villages was to provide a low-cost alternative to shelter, it quickly became clear that for the model to be successful it was necessary to provide the infrastructure and services necessary to fully provide for the residents. As the villages have been improved, their cost has increased as well. In 2019 the City of Seattle has invested over \$4.7 million dollars in permitted villages. Average cost per unit in a village is about \$14,000 per unit. These costs significantly exceed the costs of basic shelter. The City of Seattle makes this considerable investment to provide a more desirable alternative to living unsheltered. This investment

should be accurately reflected in the statistics our continuum provides to HUD rather than being classified as unsheltered.

The investments in enhanced shelter and improved villages have clearly demonstrated that the availability of services and amenities contribute to residents exiting homelessness. The following chart shows the rate of successful exits to permanent housing for the first six months of 2019 across program types. Permitted villages have successfully helped transition residents from homelessness to housing at a higher rate than any of our other crisis interventions in 2019. This has been the highest rate of exit for villages since their establishment, resulting from additional investment to increase the services and amenities at some of the older villages in 2018 to bring them in line with the more recent thinking.

Program	Total Households Served	Rate of Exit to PH
Basic Shelter	3618	4%
Enhanced Shelter	4627	23%
Permitted Villages	446	37%

The City's permitted villages have evolved significantly since their inception. In every way, they are more closely aligned with enhanced shelter than basic shelter, including their desirability as a placement option for persons experiencing homelessness and their successful outcomes. This significantly impactful investment should not be reflected in our continuum as persons continuing to live unsheltered. If basic shelters, which only allow people to come in overnight and sleep on floor with no services and amenities are classified as shelter, then permitted villages that meet the HUD requirements of shelter, and have amenities, services and outcomes that far exceed that of basic shelter, should also be classified as such.

Decision Needed

The City of Seattle is requesting that the All Home Coordinating Board approve the Seattle/King County Continuum of Care to classify the seven eligible permitted villages in Attachment 1 as shelter for purposes of the annual Point in Time Count and HIC reporting to HUD.

Cc: Diana Salazar, Division Director, HSI

Summary of Permitted Village Sites (HUD Criteria Highlighted)

Updated Oct 2019				Sleeping Accommodations				Sanitary Facilities						
Site Name	Units	Yr. Opened	Meets Criteria for shelter	24/7 Onsite Security	Secure Storage for Belongings	Natural or Mechanical Ventilation	ADA Units Available	Hot Water	Showers	Toilets	Public Health Approved Food Prep Areas*	Meals	Laundry	ADA Accessible
Lake Union Village (LUV)	22 (20 expand)	2018	Mar-19	Yes	Yes	Yes	Yes	Yes	Onsite	Plumbed	Door Tent	Hot Dinner Provided	Yes	Yes
True Hope Village	34	2018	Mar-19	Yes	Yes	Yes	Yes	Yes	Onsite	Plumbed	Door Tent	Hot Dinner Provided	Yes	Yes
Whittier Women's	15	2018	Mar-19	Yes	Yes	Yes	Yes	Indoor	Indoor	Indoor Plumbed	Indoor	Hot Dinner Provided	Yes	Yes
Georgetown	45	2017	Add	Yes	Yes	Yes	Yes	Yes	Onsite	Portable	Flap Door Tent	Donated	Yes	Yes
Interbay	45	2017	Add	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Door Tent	Donated	Yes	Yes
Myers Way	48	2017	Mar-19	Yes	Yes	Yes	Yes	Yes	Onsite	Portable	Flap Door Tent	Donated	No	Yes
Othello	41	2015	Add	Yes	Yes	Yes	Yes	Yes	Onsite	Portable	Flap Door Tent	Donated	No	Except showers

*Newer kitchen tents have more substantial structure and include a built-in door. Older tents have a more traditional flap as the entrance.

** Northlake Village is not listed as the City of Seattle is not requesting reclassification as shelter for this location.

Seattle-King County Continuum of Care Continuum of Care Governance Charter

I. Overview

This Seattle-King County Continuum of Care Governance Charter (Charter) establishes the governance structure for the Seattle-King County Continuum of Care (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 concurrent with the ordinance chartering the new King County Regional Homelessness Authority approval. 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 Regional Authority governance structure described in Sections III and the ILA.

Thereafter, the Charter shall be updated and affirmed annually by the Seattle-King County Continuum of Care Board (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 The National Innovation Service (formerly, 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.

On September 4th, 2019, Executive Dow Constantine and City of Seattle Mayor Jenny Durkan transmitted a proposed ILA and Charter to their respective councils to establish and define the role, scope, and governance of the King County Regional Homelessness Authority, including the creation of a King County Regional Homelessness Authority Governing Board (Governing Board)¹.

¹ See Appendix 1

Seattle-King County Continuum of Care Continuum of Care Governance Charter

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

The mission of the 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 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 disproportionality 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 National Innovation Service and members of the Lived Experience Coalition² 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 CoC. Therefore, any changes to the stated mission or theory of change on behalf of the

² The Lived Experience Coalition is represents people with lived experience of homelessness. Their mission states: The Lived Experience Coalition is a diverse group of people who are coming together to lift each other up, advocate for ourselves and others, and advance race and social justice. We work beyond oppressive structures by unifying our voices and efforts to dismantle multisystem barriers impacting people who are experiencing homelessness, involvement in the justice system, face unmet behavioral health needs, and/or fleeing violence or emotional/psychological victimization.

Seattle-King County Continuum of Care Continuum of Care Governance Charter

CoC must be approved by the Consumer Advisory Council and Youth Action Board prior to coming to the Board for final approval.

V. Governance and Responsibilities

The 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 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

- i. Members of the 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 the Board is outlined in the following sections.

b. CoC Board

i. Purpose

The purpose of the Board will be to act in a broad advisory capacity to the Governing Board of the Regional Authority in accordance with the Regional Authority Charter, 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 Board will perform two main functions:

1. It will apprise the Governing Board on policy and technical issues on which it has made decisions, and forward for approval any committee recommendations that it identifies as sensitive or political in nature, or for which it does not have decision-making authority.
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

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.

Seattle-King County Continuum of Care Continuum of Care Governance Charter

- 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. Decisions may be made only when a quorum, defined as 50 percent plus one, of the Board is present.
- d. Board members will have expertise in areas related to housing and homelessness, or related fields. While the Board will receive recommendations from committees for specific policy and program decisions, it is authorized to make final decisions that are based on their own expertise and experience, which may be independent of recommendations provided.
- e. Decisions made by the Board in cases where there is a disagreement between the Consumer Advisory Council/Youth Action Board and another committee may be appealed to the Governing Board by the Chair of the impacted committee or Consumer Advisory Council/Youth Action Board.
- 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 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 reviews policy recommendations from standing committees of the CoC for regional implementation, and forwards those recommendations requiring action by the Governing Board.

iii. Commitment

Unless otherwise provided by written agreement, any 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 Chair/Vice Chair 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.

Seattle-King County Continuum of Care Continuum of Care Governance Charter

- 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

The Board will have a maximum membership of 19 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.

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. [Members selected for each category listed below should explicitly represent each named community.](#) (Needs Approval)

From PDA Charter (for reference only): *“The management of all Authority affairs shall reside in a Board of Directors (also referred to as the Governing Board). The Governing Board of the Authority shall be composed of eleven members...”*

“The Governing Board shall not include elected officials or employees of Seattle, the County, the Authority, or any Additional Party, nor employees, officials, agents or representatives of current contract holders or any entity that is likely to directly benefit from the actions of the Authority.”

Board Member Expertise and Skills (one of 10 areas of expertise noted in Charter): *“Federal continuum of care program governance and operations and the ability to represent the perspectives of continuum of care membership.”*

- b. All Board Members shall possess substantial and demonstrable expertise, experience and/or skill in one or more of the areas specified in this subsection: (Needs Approval)
 - a. implementation of policies and practices that promote racial-ethnic equity;
 - b. provision of services for persons experiencing homelessness or related social services with an emphasis on serving populations that are disproportionately represented amongst those experiencing homelessness; and
 - c. physical and/or behavioral healthcare or another intersecting system of care/institution.
- c. A majority of the members of the CoC Board shall be persons whose combination of identity, personal experience, or professional expertise enables them to credibly represent the perspectives of, and be accountable to, marginalized demographic populations that are statistically disproportionately represented among people experiencing homelessness in King County. (Needs Approval)
- d. Individual members shall be selected so that each geographical area specified in this subsection is represented on the fully seated Board: (Needs Approval)
 - a. South King County

Seattle-King County Continuum of Care Continuum of Care Governance Charter

- b. East King County
- c. North King County
- d. City of Seattle
- e. At a minimum, Board membership must include (members may fit more than one category): (Needs Approval)
 - a. Individuals currently or formerly experiencing homelessness (4)
 - b. Homeless housing/services providers, coalitions, and/or advocates (no more than 6 direct homeless service providers)
 - c. Subpopulation representation:
 - i. Youth
 - ii. Families
 - iii. Chronically Homeless
 - iv. Single Adults, Non-Chronic/Non-Veteran
 - v. Domestic Violence Survivors
 - vi. Veterans
 - vii. Immigrant and Refugee communities
 - d. Faith Based Organization/Community Partner (1)
 - e. Philanthropy or Other Funder of homeless housing and/or services (2)
 - f. Black/African American Community representative (1)
 - g. American Indian/Alaskan Native Community representative (2)
- f. The Coordinating Board shall elect a Chair and Vice-Chair, one of whom should be a provider. (Needs Approval)
- g. Board membership must be reviewed every five years. New Board members shall be appointed under the following circumstances: (Needs Approval)
 - a. The resignation or dismissal of a current member.
 - b. Instances in which current membership no longer fulfills the required representation.
 - 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.
- h. Dismissal of a current Board member is warranted under the following circumstances: (Needs Approval)
 - a. Engagement in activities counter to the values of the Continuum of Care,
 - b. Frequent, persistent and unexcused absences from Board meetings (three or more in one year), or
 - c. Breaking the CoC Conflict of Interest policy for Board members.
- i. **Terms**
 - a. A term begins at a calendar year, January through December and initial terms are three years.
 - b. Terms for Chair and Vice-Chair shall be for three years from the date of nomination, with the option of serving one additional year.

d. Committees

Seattle-King County Continuum of Care Continuum of Care Governance Charter

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 Regional Authority,
- 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.
- Members are selected from the staff of the Regional Authority, 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 are responsible for ongoing communication and coordination with the CoC Board, \(needs approval\)](#)
- 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 Board include:

1. Consumer Advisory Council – Co-Chaired by the Director of the Office of the Ombuds and a representative from the Lived Experience Coalition or relevant Customer representative, with members selected by people with lived experience of homelessness either through the Lived Experience Coalition or relevant Customer-lead body. Along with the Youth Action Board, the Consumer Advisory Council will review and approve policy and program recommendations made by other committees before they are sent to the Board or Executive Board for final approval.

A recommendation may be sent to the Board without the approval of the Consumer Advisory Council/Youth Action Board if, after at least two good faith efforts to reconcile, the committees cannot reach agreement. In this case, the recommendation must be accompanied by written comment from the Consumer Advisory Council/Youth Action Board. If the disputed recommendation is presented in person to the Board, the co-Chairs of the Consumer Advisory Council/Youth Action Board must also be invited to present their concerns.

2. Youth Action Board - The Youth Action Board (YAB) is a collective of young people who have current or past experience of homelessness. YAB members guide the implementation of the Coordinated Community Plan to prevent and end youth homelessness on behalf of the Continuum of Care. Along with the Consumer Advisory Council, the Youth Action Board will review and approve policy and program recommendations made by other committees before they are sent to the Board or Executive Board for final approval.

Seattle-King County Continuum of Care Continuum of Care Governance Charter

A recommendation may be sent to the Board without the approval of the Consumer Advisory Council/Youth Action Board if, after at least two good faith efforts to reconcile, the committees cannot reach agreement. In this case, the recommendation must be accompanied by written comment from the Consumer Advisory Council/Youth Action Board. If the disputed recommendation is presented in person to the Board, the co-Chairs of the Consumer Advisory Council/Youth Action Board must also be invited to present their concerns.

3. System Performance Committee - Chaired by the Director of the appropriate office of the Regional Authority. Members include Regional Authority staff, providers and customers with expertise in this area. Members must also include HMIS and CEA staff.
4. CEA Policy Advisory Committee - Chaired by the Director of the appropriate office within the Regional Authority. Members include Regional Authority/CEA staff, providers and customers with expertise in this area.
5. CoC Application/Ranking Standing Committee – Chaired by the Executive Director (or their designee) of the Regional Authority 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.
6. 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 appropriate office of the Regional Authority, 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.

Dissolve Funder Alignment Committee

Each Standing Committee shall develop a charter or work plan to guide its work and priorities.

The Board has the authority to establish time-limited, ad-hoc committees as needed.

Seattle-King County Continuum of Care Continuum of Care Governance Charter

e. Delegation of Authority (Needs Approval)

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

- 578.7(a)(6 and 7) – Establishing, monitoring, evaluating and taking action regarding performance are delegated to the Regional Authority. 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/Youth Action Board.
- 578.7(a)(8) – Establishing and operating a Coordinated Entry System is delegated to the appropriate office of the Regional Authority. 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/Youth Action Board.
- 578.7(a)(9) – Establishing written standards is delegated to the Regional Authority. Approval for new policies by the Board is contingent on review/approval by the Consumer Advisory Council/Youth Action Board.
- 578.7(b)(1-5) – Selection, implementation and operation of the regional HMIS is delegated to the Executive Director of the Regional Authority.
- 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 Regional Authority.

From ILA (for reference only): “The Authority will, among other things:

1. Develop for Governing Board approval...an initial work plan that describes and organizational structure, a plan for implementation of contracted Homeless Services on behalf of the County and Seattle...
2. ...Develop a Five-Year Plan...
3. Develop processes for procurement of services addressing homelessness.
4. Develop form contracts with service providers with consistent terms, conditions, and performance evaluation criteria
5. Develop consistent standards for the comprehensive data collection, monitoring, and evaluation of systems and program performance.
6. Support continuous improvement of key system interventions (such as emergency services and homeless housing) and evaluate community impact, including community engagement, Customer engagement, and continuum of care compliance, and support an Office of the Ombuds.”

f. Conflicts of Interest

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

Seattle-King County Continuum of Care Continuum of Care Governance Charter

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.

i. Relationship Between the S-KC CoC Board and the Governing Board

The Chair of the Board will have a seat on the Governing Board pursuant to appointments made in accordance with the Regional Authority Charter to ensure a robust connection between the two bodies.

The Board elects to function as the Advisory Committee to the Governing Board in accordance with the King County Regional Homelessness Authority ILA/Charter.

j. Designations

a. HMIS

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

b. Collaborative Applicant

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

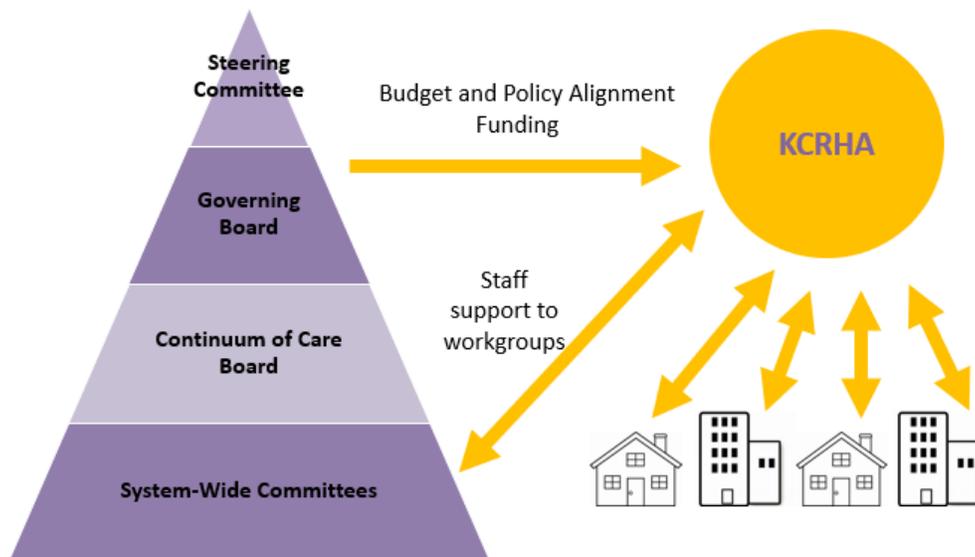
Seattle-King County Continuum of Care Continuum of Care Governance Charter

Appendix 1: King County Regional Homelessness Authority Governance Structure

Seattle/King County Regional Homelessness Governance Structure (as proposed Oct 2019)



Seattle/King County Regional Homelessness Governance Structure (as proposed Oct 2019)



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

Decision Recommendation	Charter Section	Consideration(s)
Members selected for each category listed below should explicitly represent each named community.	Section V.b.iv.a - Governance and Responsibilities, CoC Board, Board membership and Selection Process	<ul style="list-style-type: none"> - Living into the Theory of Change: Equity and Leadership of People with Lived Experience - 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. (already approved)
<p>All Board Members shall possess substantial and demonstrable expertise, experience and/or skill in one or more of the areas specified in this subsection:</p> <ol style="list-style-type: none"> a. implementation of policies and practices that promote racial-ethnic equity; b. provision of services for persons experiencing homelessness or related social services with an emphasis on serving populations that are disproportionately represented amongst those experiencing homelessness; and c. physical and/or behavioral healthcare or another intersecting system of care/institution. 	Section V.b.iv.b - Governance and Responsibilities, CoC Board, Board membership and Selection Process	<ul style="list-style-type: none"> - The Governing Board of the new Authority will not include elected officials or employees of Seattle, the County, the Authority, or any Additional Party, nor employees, officials, agents or representatives of current contract holders or any entity that is likely to directly benefit from the actions of the Authority. - Ensure ability to vote on funding related decisions when providers are recused
A majority of the members of the CoC Board shall be persons whose combination of identity, personal experience, or professional expertise enables them to credibly represent the perspectives of, and be accountable to, marginalized demographic populations that are statistically disproportionately represented among people experiencing homelessness in King County.	Section V.b.iv.c - Governance and Responsibilities, CoC Board, Board membership and Selection Process	

**All Home Coordinating Board
Remaining Continuum of Care Charter Decisions**

<p>Individual members shall be selected so that each geographical area specified in this subsection is represented on the fully seated Board:</p> <ul style="list-style-type: none"> a. South King County b. East King County c. North King County d. City of Seattle 	<p>Section V.b.iv.d - Governance and Responsibilities, CoC Board, Board membership and Selection Process</p>	
<p>At a minimum, Board membership must include (members may fit more than one category):</p> <ul style="list-style-type: none"> a. Individuals currently or formerly experiencing homelessness (4) b. Homeless housing/services providers, coalitions, and/or advocates (no more than 6 direct homeless service providers) c. Subpopulation representation: <ul style="list-style-type: none"> a. Youth b. Families c. Chronically Homeless d. Single Adults, Non-Chronic/Non-Veteran e. Domestic Violence Survivors f. Veterans g. Immigrant and Refugee communities d. Faith Based Organization/Community Partner (1) e. Philanthropy or Other Funder of homeless housing and/or services (2) f. Black/African American Community representative (1) g. American Indian/Alaskan Native Community representative (2) 	<p>Section V.b.iv.e - Governance and Responsibilities, CoC Board, Board membership and Selection Process</p>	
<p>The Coordinating Board shall elect a Chair and Vice-Chair, one of whom should be a provider.</p>	<p>Section V.b.iv.f - Governance and Responsibilities, CoC Board, Board membership and Selection Process</p>	<ul style="list-style-type: none"> - Clear seat for chair to represent CoC Board at the Governing Board of new entity. - The Governing Board of the new Authority will not include elected officials or employees of Seattle, the County, the Authority, or any Additional Party, nor employees, officials, agents or representatives of current contract holders or any entity that is likely to directly benefit from the actions of the Authority.

**All Home Coordinating Board
Remaining Continuum of Care Charter Decisions**

<p>Board membership must be reviewed every five years. New Board members shall be appointed under the following circumstances:</p> <ul style="list-style-type: none"> a. The resignation or dismissal of a current member. b. Instances in which current membership no longer fulfills the required representation. 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. 	<p>Section V.b.iv.g - Governance and Responsibilities, CoC Board, Board membership and Selection Process</p>	<ul style="list-style-type: none"> - Accounts for the resignation or dismissal of a current member or instances in which a current member no longer fills the representation category in which they have been appointed. - Allows for right sizing skills and expertise of Board membership
<p>Dismissal of a current Board member is warranted under the following circumstances:</p> <ul style="list-style-type: none"> a. Engagement in activities counter to the values of the Continuum of Care, b. Frequent, persistent and unexcused absences from Board meetings (three or more in one year), or c. Breaking the CoC Conflict of Interest policy for Board members. 	<p>Section V.b.iv.h - Governance and Responsibilities, CoC Board, Board membership and Selection Process</p>	
<p>Committee members are responsible for ongoing communication and coordination with the CoC Board,</p>	<p>Section V.d - Governance and Responsibilities, Committees</p>	<ul style="list-style-type: none"> - Creates connection between committee work and the CoC Board decision making
<p>Delegation of Authority The CoC delegates the responsibilities detailed in the regulation at 24CFR 578.7 and 578.9 to the Board, except as follows:</p> <ul style="list-style-type: none"> • 578.7(a)(6 and 7) – Establishing, monitoring, evaluating and taking action regarding performance are delegated to the Regional Authority. 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 	<p>Section V.e – Governance and Responsibilities, Delegation of Authority</p>	<ul style="list-style-type: none"> - The Regional Authority will, among other things: <ol style="list-style-type: none"> 1. Develop for Governing Board approval...an initial work plan that describes and organizational structure, a plan for implementation of contracted Homeless Services on behalf of the County and Seattle... 2. ...Develop a Five-Year Plan... 3. Develop processes for procurement of services addressing homelessness. 4. Develop form contracts with service providers with consistent terms, conditions, and performance evaluation criteria 5. Develop consistent standards for the comprehensive data collection, monitoring, and evaluation of systems and program performance.

**All Home Coordinating Board
Remaining Continuum of Care Charter Decisions**

<p>review/approval by the Consumer Advisory Council/Youth Action Board.</p> <ul style="list-style-type: none"> • 578.7(a)(8) – Establishing and operating a Coordinated Entry System is delegated to the appropriate office of the Regional Authority. 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/Youth Action Board. • 578.7(a)(9) – Establishing written standards is delegated to the Regional Authority. Approval for new policies by the Board is contingent on review/approval by the Consumer Advisory Council/Youth Action Board. • 578.7(b)(1-5) – Selection, implementation and operation of the regional HMIS is delegated to the Executive Director of the Regional Authority. • 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 Regional Authority. 		<p>6. Support continuous improvement of key system interventions (such as emergency services and homeless housing) and evaluate community impact, including community engagement, Customer engagement, and continuum of care compliance, and support an Office of the Ombuds.”</p>
---	--	--

Ad Hoc Continuum of Care (CoC) Board Membership Selection Committee

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.

Selection Committee Role:

- Approve application process and forms for selection of Continuum of Care (CoC) Board membership in accordance with the CoC Governance Charter,
- Review applications for prospective CoC Board membership, and
- Recommend membership for the CoC Board to the current All Home CoC Coordinating Board for final decision.

Timeline/Milestones:

November 2019 – Membership Selection Committee is seated, first meeting occurs

December 2019 – CoC Board application is released publically

January 2020 - Membership Selection Committee reviews applications for recommendation

February 2020 – Coordinating Board receives final recommendation from the Committee

Selection Committee Membership:

- Customers selected by the Lived Experience Coalition (4)
 - YAB members
 - LEC/CAC members
- Anti-racist community organizer selected by the People’s Institute NW (1)
- Providers that can represent: (3)
 - American Indian/Alaskan Native, Black/African Americans, and People of Color (selected by a coalition of Directors of Color)
 - Youth and Young Adults (selected by the Undoing Institutional Racism Collaborative)
 - Behavioral Health Needs/Chronically Homeless Population (selected by a coalition of Directors of Color)
- Funders self-selected by appropriate entity (3)
 - City of Seattle or King County Representative
 - Sound Cities Association
 - Private funder

Conflict of Interest:

Members of the Selection Committee are prohibited from applying to the CoC Board given their role in developing and reviewing applications.

Ad Hoc Continuum of Care (CoC) Board Membership Selection Committee

Responsibilities of Committee Members:

- Commitment to operationalizing the theory of change
- Attendance at 1-2 meetings per month. Meetings will generally be 2 hours long
- Develop and execute an equitable process for soliciting prospective membership for the CoC Board that is open and transparent to the full CoC membership
- Commitment to serving as liaisons to the broader lived experience, provider and funder communities.

Selection Committee Decision-making:

Final recommendations will be confirmed by vote of the Selection Committee membership and requires a two-thirds majority. Members must be present to vote. In the instance of a two-thirds majority vote, concerns or dissenting opinions will be included in the final recommendations made to the Board.

Continuum of Care Funding Application - Continuous Quality Improvement Process Proposal

November 6, 2019

Background

The Seattle/King County region has a long standing of successful applications for Federal Funding through the Continuum of Care Program NOFA (previously known as McKinney). The region has a well-established process accounting for Federal and local priorities and maximizing the funding for which we are eligible. As those priorities have shifted over time, including when the McKinney-Vento legislation was reauthorized under the passing of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH), this region adapted to those needed changes and remained competitive.

2019 CoC Application Process

Our Continuum of Care Board affirmed a new Theory of Change in February and for the first time, established a CoC Application and Rank Order Committee to inform the local process for our FY2019 CoC Application and to make rank order recommendations to the CoC Board for final approval. These actions elevated people with lived experience in system-level decision-making and led to more meaningful revisions to committee recommendations and accountability to the needs and experiences of people utilizing services.

Recommendations for next steps:

Our Continuum of Care has a commitment to continued intentional analysis of the local CoC application process. Continuous Quality Improvement processes allow for an opportunity to consider transformative change to further our progress in making homelessness rare, brief, and one-time and living into our newly adopted Theory of Change without losing the core strengths of our local process.

The following actions are recommended to begin our FY2020 Continuous Quality Improvement process:

- **RECOMMENDED ACTIONS:**
 - Complete debriefing with staff, committee members, and CoC Board members on the FY2019 CoC Application process and synthesize themes and opportunities;
 - Conduct an in-depth CoC Application Process Mapping with the CoC Application & Rank Order Committee, representatives from the Lived Experience Coalition, key staff, and a (small) number of additional stakeholders using the recently developed Equity-Based Decision-Making Framework (facilitated by an outside partner/facilitator); and
 - Conduct a (quantitative and qualitative) analysis of performance of currently funded programs and utilize the Regional Action Plan (once completed) as one tool in a gaps analysis to inform future CoC funding priorities.

- **PROPOSED RESULTS:**
 - Identify opportunities for more collaborative decision-making.
 - Identify opportunities for greater accountability to people with lived experience.
 - Identify opportunities to further right-size the system