



Coordinating Board Meeting

August 5, 2020

2:00 – 3:00pm

Join Zoom Meeting

<https://kingcounty.zoom.us/j/91740693942>

Meeting ID: 917 4069 3942

Passcode: 002090

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 <i>Result: Members feel welcomed and are ready to work.</i>	Sara Levin
2:05pm	Public Comment <i>Result: Participants from the community provide comment.</i>	Sara Levin
2:10pm	Updates <i>Result: Members are briefed on CoC staffing and activities.</i>	Colleen Echohawk
2:30pm	Charter Review <i>Result: Board reviews and discusses Board Charter language and proposed edits.</i>	Sara Levin
3:00pm	Next Steps + Adjourn <i>Result: Members are clear on next steps and any action needed.</i>	Colleen Echohawk

****ADVISORY COMMITTEE - UPDATED TIMELINE****

Applications Due	11:59pm, Sunday August 9, 2020
Selection Committee Reviews Applications	By August 21
Interviews Conducted for Top Candidates	By September 4
All Home Coordinating Board Affirms New Membership	September 16
KCRHA Implementation Board Recognizes the Advisory Committee as the CoC Board	September/October 2020
1 st Convening of Advisory Committee	October/November 2020

**Seattle-King County Continuum of Care
Continuum of Care Governance Charter
(approved November 6, 2019)**

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.

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.

¹ See Appendix 1

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 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

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.

- 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.

- 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.
- 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.

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.

- 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:
 - 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. Individual members shall be selected so that each geographical area specified in this subsection is represented on the fully seated Board:
 - a. South King County
 - b. East King County
 - c. North King County
 - d. City of Seattle
- d. At a minimum, Board membership must include (members may fit more than one category):
 - 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. Public or private funder of homeless housing and/or services (2)
 - f. Black/African American Community representative (1)
 - g. American Indian/Alaskan Native Community representative (2)
- e. The Coordinating Board shall elect a Chair and Vice-Chair, only one of whom shall be a provider.
- f. Board membership must be reviewed every five years. New Board members shall be appointed under the following circumstances:
 - 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.
- g. Dismissal of a current Board member is warranted under the following circumstances:
 - 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.
- d. In each of these cases, a super-majority vote of 60 percent of those present and voting shall be required to approve new members.

i. Terms

- a. A term begins at a calendar year, January through December and initial terms are three years
- b. Initial Board membership terms shall be staggered.
- c. Terms for Chair and Vice-Chair shall be for three years from the date of nomination, with the option of serving one additional year.

e. Committees

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,
- Committees are responsible for ongoing communication and coordination with the CoC Board,
- 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.
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.

f. Delegation of Authority

The CoC Board retains the authorities detailed in the regulation at 24CFR 578.7 and 578.9, with the exception of the following:

- 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.

g. 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 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.

h. 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.

i. 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.

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)

