



Governing Board Information Packet & Application
Approved September 2017

We are stronger, healthier, safer communities where people can thrive when everyone in Central Oregon has a safe, stable place to call home!

Mission

The Homeless Leadership Coalition is a collaboration of community partners in Crook, Jefferson, and Deschutes counties engaging the community through education, advocacy, planning, prioritization and accountability for services to persons experiencing homelessness.

Purpose of the HLC

The purposes of the HLC are to:

- a. Promote community-wide commitment to employ best practices to end homelessness in Central Oregon.
- b. Secure funding for efforts by providers and government entities to prevent homelessness and quickly re-house homeless individuals and families in Central Oregon, while minimizing the trauma and dislocation that homelessness causes to individuals, families, and communities;
- c. Promote access to and effective utilization of mainstream programs by homeless individuals and families; and
- d. Optimize self-sufficiency among individuals and families who experience homelessness.

Responsibilities of the HLC

The HLC is responsible for fulfilling four major duties, as follows:

1. Operation of the Central Oregon Continuum of Care (OR-503)
2. Designation and Operation of a Homeless Management Information System (HMIS)
3. Continuum of Care Planning
4. Preparation of CoC Application for Fund

HLC Governing Board

The HLC Governing Board is made up of thirteen (13) elected members who are charged with establishing policies and directing the activities of the HLC and its committees, thereby ensuring the responsibilities of the HLC/CoC as outlined in the Governance Charter and the Policies and Procedures, as well as other responsibilities as deemed appropriate by the Governing Board, are effectively carried out in service of the mission of the HLC. Members govern the overall direction of the HLC and provide input and resources to the HLC's work. Participation in a leadership role offers members a chance to be a key player in shaping the future of the HLC, the regional effort to prevent and end homelessness, new initiatives, and to gain practical leadership experience, along with developing a network of professional contacts. The board reviews and makes recommendations regarding committee activities, approves policies, and makes decisions regarding organizational direction, as well as funding prioritization and oversight as appropriate. Board members may also serve as officers, committee chairs or appointed representatives. The Board meets monthly and members are required to regularly attend and actively participate in Board meetings.

Governing Board Members

The 13-member board is comprised of two broad categories:

- 1) Seven (7) Community Action Committee Representatives: At least one representative of each of the communities' Community Action Committees (CACs) - Warm Springs, Madras, Prineville, Redmond, Sisters, Bend and La Pine. This position is a representative from these local meetings and not necessarily the lead/chair of these local meetings.
- 2) Six (6) seats will be designated for:
 - Civic or Mainstream Partners: people representing government, regional collaboratives or entities, funders, mainstream resource providers (ie. health care, employment, education, etc.), law enforcement, businesses, or faith-based communities
 - Partners At-large and may include homeless service providers, community members/advocates

At least two people with lived experience of homelessness, who also fall into one of the two broad categories, will also be a governing board member. Moreover, the governing board includes three (3) executive board members: two (2) co-chairs and one (1) secretary. See **Executive Committee** section below for more details.

Members of the HLC Governing Board are expected to:

1. Attend a minimum of 75% of the HLC/CoC regular Governing Board meetings in a calendar year (see meeting schedule in Appendix A). Meeting access via phone or video conference will be available.
2. Attend a minimum of 75% of the meetings of their designated committee in a calendar year

(see Committee descriptions in Appendix B). Meeting access via phone or video conference will be available.

3. Provide input on HLC operations, strategic planning, and initiatives within HLC/CoC purview.
4. Participate in trainings, events, and education/advocacy efforts, as able.
5. Promote the work of the HLC to colleagues and the community.
6. Disclose potential conflicts of interest and sign a conflict of interest statement annually (see Agreement in Appendix C.).
7. Recuse oneself when voting on a matter that is a conflict of interest.
8. Have the authority to act on behalf of the organization they represent.
9. Meet attendance requirements, if necessary, with the use of a written proxy for no more than two (2) meetings in a calendar year.

Qualifications

- Time availability (estimated *minimum* four hours monthly, ten for officers); meeting access via phone or video conference will be available.
- Working knowledge of the HLC
- Ability to contribute to development of HLC as a strong regional coalition and partner in the effort to prevent and end homelessness
- Current or past experience with homeless issues is beneficial

Executive Committee

The voting membership will elect an Executive Committee that will consist of three voting directors. The Executive Committee has oversight for governance, performance, creating CoC policy, and submitting CoC-applicant reviews to the prioritization committee; however, the Executive Committee is responsible to the Board and general membership.

Executive Committee Qualifications

- Current HLC Governing Board member in good standing.
- Ability to devote several hours monthly to service as an officer.
- Commitment to the HLC's work and its values, as well as an understanding of its objectives, organization, and role.
- Ability to articulate ideas and contribute to the organization's structure, systems and planning.

Qualities:

- Organized
- Flexible
- Dependable
- Demonstrates leadership
- Has good communication skills
- Stays on task

- Has public speaking experience

Terms

Board and Executive Committee members are elected to two-year terms by a simple majority of the voting membership. Board and Executive Committee membership is limited to three terms. Each director shall hold office until her/his successor is duly elected or recognized. In the case of the absence or disability of any director and of any person hereby authorized to act in his/her place during his/her absence or disability, the Board may, by resolution, delegate the powers and duties of such director, to any other director, or to any other person whom it may select.

Committee Participation

The HLC/CoC will establish standing committees as well as sub-committees and workgroups or taskforces. All Governing Board members are required to participate in *at least* one HLC committee, subcommittee, or workgroup. Participation as a co-chair is strongly encouraged. New committees, subcommittees, or workgroups may be created by the Board as needed. The current committees are:

- Community Action Committees (one in each community of the tri-county)
- HMIS Support Committee
- Advocacy
- Point in Time Count
- Coordinated Entry
- Funding and Competition Committees
- Governing Board Executive Committee

Code of Conduct & Conflict of Interest

HLC Governing Board members must abide by the the Code of Conduct and Conflict of Interest Agreement, and the policies as outlined in the Policies and Procedures document in order to avoid conflicts of interest and promote public confidence in the integrity of the CoC and its processes.

Non-Discrimination

The HLC/CoC is a non-discriminatory organization and does not discriminate on the basis of age, sex, race, ethnicity, religion, creed, disability, sexual orientation, familial status, or natural original in accordance with all state and federal regulations.

Appendices:

- A: Meeting Schedule
- B: Committee Descriptions

Appendix A

HOMELESS LEADERSHIP COALITION 2017 - 2018 Meeting Schedule

- **All HLC Meetings** - Quarterly in rotating location throughout the tri-county area
- **HLC Governing Board Meeting** - First Friday of each month, rotating location
- **HLC Board Executive Committee** - TBD
- **Community Action Committees** - TBD by local communities
 - Bend - First Friday morning of each month
 - Redmond - Second Friday morning of each month
 - Madras - Third Thursday of each month at noon
 - Prineville - TBD
 - La Pine - TBD
 - Sisters - TBD
 - Warm Springs - TBD
- **Advocacy Committee** - Third Tuesday morning of each month
- **HMIS Support Committee** - TBD
- **Coordinated Entry Committee** - Every other Thursday at 11 am
- **Point in Time Count Committee** - TBD
- **CoC Funding and Competition Subcommittees** - TBD
- **Governing Board Strategic Planning Retreat** -- To be held in early Fall each year after Annual Meeting (Annual Meeting each October) and the election of the new board. This will be a half-day retreat. A second planning retreat may be called by the executive committee for the spring.

The HLC will strive to provide phone conferencing and/or video conferencing options for meetings to enable broader participation from across Central Oregon.

Appendix B

HOMELESS LEADERSHIP COALITION

Committee Descriptions

(Adopted August 2017)

Community Action Committees (CACs)

The HLC Community Action Committees (CACs) are locally organized groups of people who representing a wide range of sectors and experiences who are interested in working together as a collective on the issues related to homelessness in their communities. A representative from each CAC will be elected to the HLC Governing Board and all participants may become general members of the HLC. The goals of the CACs are two-fold: 1. Identify and coordinate local efforts to help prevent and end homelessness, including services, resources, education and awareness, etc.; and 2. Inform and shape regional efforts to prevent and end homelessness by bringing local experiences and expertise into the region conversation and learn about new ideas and resources from partner communities. CACs will also help coordinate the local effort of the Point in Time Count, help inform the Coordinated Entry System, and may help with regional education campaigns around affordable housing and homelessness or other initiatives undertaken by the HLC.

HMIS Support Committee

HLC's HMIS Support Committee includes representatives from Crook, Deschutes, and Jefferson counties, one large agency, one medium-sized agency and one small agency. The HMIS Specialist leads the committee. The primary role of this committee is to guide policy decisions for the HMIS program. This committee will be responsible for providing input into the overall HMIS structure and assist in reviewing existing policies and procedures, as well as recommending additional items as needed based HUD's HMIS Data Standards, local needs to include both HUD-funded and non-HUD-funded agencies. The HMIS Support Committee will convene subcommittees as needed, which will report back to the HMIS Support Committee recommendations for action. The HMIS Support Committee meets monthly.

Point-in-Time Count Committee

The Point-in-Time Count Workgroup will oversee the work of the annual sheltered and unsheltered point-in-time count in compliance with HUD requirements and local needs and capacity. The committee is made up of a PIT community leads for each community in the tri-county area, as well as other volunteer leaders, the HMIS Lead and/or the Lead Agency. The PIT Committee and the HMIS Support Committee will coordinate to assure HUD regulations for the count are adhered to and adequate support is available locally.

Coordinated Entry Committee

The Coordinated Entry Workgroup will lead the design, oversee implementation, and perform outreach and educate local agencies about the coordinated entry system. This committee will develop and implement an assessment tool, and evaluate its effectiveness as need. In consultation with recipients of CoC and Emergency Solutions Grants (ESG) program funds within the geographic area, the HLC/CoC will establish and operate a coordinated entry system that will provide initial, comprehensive assessment of needs and can be easily accessed. The CoC's specific coordinated entry system will document the plan for addressing the needs of individuals or families who are fleeing domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim service providers. The system will document a plan to coordinate the implementation of a housing and service system within the CoC's geographic area to meet the needs of homeless individuals (including unaccompanied youth) and families. The system will encompass outreach, engagement and assessment; encompass shelter, housing and supportive services, and prevention strategies.

CoC Funding and Competition Subcommittees

- **The CoC Grantee Subcommittee** will support the HUD NOFA process and drive training and technical assistance needs for CoC grantees. The committee will consist of voting representatives of member agencies who work closely within the Continuum of Care process and who may or may not be recipients of CoC funding. The committee will have an appointed Chair and Co-Chair under the direction of the CoC's Executive Committee. It will address issues of performance and goal setting as they pertain to CoC grantees. Committee members will meet for training a minimum of once per quarter with additional meetings held as needed surrounding NOFA/application training and debriefing.
- **The CoC Grant Prioritization Subcommittee** will consist of individuals in the community who have interest in the Continuum of Care process but whose agencies are not applicants for the HUD CoC funding cycle. This committee will review community unmet needs, solicit proposals, establish funding priorities, conduct a thorough review of applications to assure accurate and strong applications, organize and facilitate the grant application review and scoring process, and rank the applications according to the results of those reviews.

The CoC's Lead Agency will consult with ESG sub-recipients about the prioritization and allocation of ESG funding. The CoC's Lead Agency also will evaluate and report on the performance of ESG recipients and subrecipients. The CoC Lead Agency will meet with ESG applicants individually, in one-on-one meetings, to discuss their allocations. The CoC Lead Agency will propose the allocations to the CoC membership for approval. The CoC Lead Agency

will compile monthly performance reports, using data from the HMIS and expenditure reports, for each subrecipient, and will present that information to the general membership in monthly meetings.

Annually, during the CoC grant renewal process, the CoC Lead Agency will ask the CoC to set and approve funding priorities. Currently, those priorities are:

- 1) Permanent Supportive Housing
- 2) Rapid Re-housing

Advocacy Committee

The Advocacy Committee has a two-fold purpose: 1. Providing recommendations on local, state and federal policies and funding that would affect our community's supply of affordable housing, tenant protections and homeless rights. 2. Bridging the gap between the 'housed' and 'unhoused' of our community through storytelling, media responses and community education on the need and availability of resources in our communities. The Advocacy Committee will also assist in mobilizing the HLC as a powerful voice on preventing and ending homelessness.