King County Regional Homelessness Authority
Continuum of Care (CoC) Board/Advisory Committee Regular Meeting

Date: April 5, 2023 **Time:** 2:00 pm – 4:00 pm

Mission: *The mission of the King County Regional Homelessness Authority is to significantly decrease the incidence of homelessness throughout King County by centering customer voice to respond to needs and eliminate inequities.*

Theory of Change: *If we create a homeless response system that centers customer voice, then we will be able to focus on meeting needs and eliminating inequities to end homelessness for all.*

Time	Topic	Presenter
2:00-2:10 pm	**Welcome and Settling In** 1. Welcome 2. Land Acknowledgment 3. Plan for the session 4. Introductions - Share your name & pronouns **Result:** Board members will be **welcomed** & **prepared** for the meeting.	Marvin Futrell Shanéé Colston Kristi Hamilton
2:10 -2:20 pm	**Public Comment** **Result:** The public will be given 10 minutes to share comments.	Marvin Futrell Shanéé Colston
2:20-2:25 pm	**Approval of Meeting Minutes** **Result:** Committee members will **review** and **vote** to approve the minutes of March 1st, 2023.	Marvin Futrell Shanéé Colston
2:25-2:35 pm	**NOFO Evaluation and Ranking Values & Priorities Vote** **Result:** Board will **vote** via role call to accept the Values and Priority.	Eli Griffin Jenn Ozawa Owen Kajfasz
2:35-2:50 pm	**CoC Charter Review** **Result:** Board members will **review** and **provide feedback on** the Charter in preparation for the Annual CoC meeting (where the Charter will be voted on for approval).	Marvin Futrell Shanéé Colston Eli Griffin
2:50-3:00 pm	**Board Lived Experience Confirmation** **Result:** Board will **vote** to confirm Lived Experience seats for Governing Board and Implementation Board Co-Chair.	Marvin Futrell Shanéé Colston
3:00-3:05 pm	**Applications for CoC Board Update** **Result:** Board will **receive an update** on applications to the CoC Board.	Marvin Futrell Shanéé Colston
3:05-3:20 pm	**Planning for Annual CoC Convening** **Result:** Board will **discuss** plans for the CoC Convening.	Marvin Futrell Shanéé Colston
3:20-3:30 pm	**System Performance Committee Update** **Result:** Board members will **receive an update** on the System Performance Committee.	Janelle Rothfolk Tamara Bauman Kristi Hamilton
3:30-3:45 pm	**Coordinated Entry (CE) Update** **Result:** Board members will **receive an overview/update** on CE	Alex Ebrahimi
3:45-3:55 pm	**CoC Coordinator Next Steps** **Result:** Board will **review** and **provide feedback** on recommendations for the next 3-months.	Eli Griffin
3:55-4:00 pm	**Next Steps and Adjourn** **Next Regular Meeting: May 3, 2023**	Marvin Futrell Shanéé Colston Eli Griffin

King County Regional Homelessness Authority - Continuum of Care
Advisory Committee Meeting Notes

Date: March 1st, 2023

Time: 2:00 pm - 4:00 pm

Welcome and Settling In - Role Call

First Name	Last Name	Present	Absent
Tamara	Bauman	x	
Kelle	Brown		x
Leeze	Castro	x	
Shanee	Colston	X	
Brianna	Franco		x
Marvin	Futrell	X	
Kristi	Hamilton	X	
Marisol Tapia	Hopper		x
Benjamin	Miksch		x
Norine Hill	Oneida		x
Linda	Peoples		x
Kristina	Sawyckyj	x	
Robin	Tatsuda		X
Karen	Taylor	X	
Sherry	Tillman	x	

Introductions

Roll Call - 5 Members Present - 10 Members Absent

Quorum is not met at this time

2:40 pm - Two members came in (8) Quorum is met

Land Acknowledgement (Karen Taylor)

Public Comment

No public comment

Review and Approve February Meeting Minutes (February 1st, 2023)

- Last months minutes are approved

Introduction of new CoC coordinator to Advisor Committee
Eli Griffin is Awesome!

Applications for Implementation Board, Governing Committee and Advisory Committee, review and vote.
- IB - Okesha Brandon, Roosevelt Mcquarter & Felicia Salcedo GB
- Alex will print out 100 AC CoC applications for board members to pick up to distribute
- Extending time for accepting applications to our board to April 6th
  - Voted on and approved by board*
- Motion towards not approving the incoming IB & GC applications
  - Motion is we not take a vote on this confirmation this month
    - Maybe we have them come speak to us
      - Motion approved by majority of the board members

NOFO Evaluation and Ranking Timeline, and Values & Priorities Vote (Kelsey Beckmeyer)
- Kelsey is going on parental leave soon!
- We will continue to have weekly NOFO planning meetings 8 am on Thursdays
  - Tamamra and Marvin are great representatives of the board on that. Information in the chat and invite was sent out by Alex after last months meeting
  - Will be carried out by Jenn, Owen and Marvin
- Timeline update regarding changing and improving the ranking process for programs
  - Had an adopted rating and ranking tool for programs
    - Looking at that tool and beginning to edit in April and May
    - Hopeful to vote on ranking tool in June
    - Want to set up community engagement sessions on site and at different programs and in coc funded housing to get their input on how we should be rating those programs.
      - Sessions are planned for April and into May
        - Will have more of an update in May meeting
  - In evaluation process we do look at exit data
- The NOFO process for HUD happens yearly nationally and also locally.
  - We do 2 processes
    - We present to HUD for renewal of funding to get into rank order for those dollars.
    - After we rate, we then rank in priorities
- Every year we have to reaffirm our local values and priorities
  - An opportunity to look at if there are things we want to uplift or to include as we look at our coc funded programs. Looking at priorities to inform those decisions.
    - Sent out to board by Kelsey Beckmeyer
    - We do use HMIS data as well
- Going over CoC Board Values & Priorities for approval from board members
- Rural component as the Special NOFO
  - We in King County weren't defined as eligible for the rural.
- Local values, How we prioritize projects (impacts how we rent projects).
  - Our first priority is looking at projects that elevate the voices of people with lived experience as experts…
- Move to accept current edits.
  - Everyone is in favor, Karen Taylor is Nae and Shanee & Leeze who are abstaining.
    - We accept edits and will continue editing

2

Planning for Annual CoC Conveining
-

System Performance Committee Report
- We have 5 new members and we notified them today
- Haven't heard from one but ⅘ are still interested
- We will reserve the 1st half as a training topic
- HMIS access for non KCRHA contracted agencies- 3 agencies have expressed interest
  - Ballard food bank
  - RV Patriots
  - Medic One
- Focusing on developing policy for clients to see records in HMIS

Advisory Committee Charter Review

Next Steps & Adjourn

Continuum of Care Board - Advisory Committee
Values and Project Priorities

The Seattle-King County Continuum of Care Advisory Committee affirmed the following values and prioritization considerations to guide development of the FY2023 Project Priority Listing:

1. Center our **theory of change** - *If* we create a homelessness response system that centers the voices of people who have lived experience of homelessness, *then* we will be able to focus on responding to needs and eliminating inequities, *in order to* end homelessness for all - in the planning, programming and evaluation of Continuum of Care services.

2. Promote our **mission** to significantly decrease the incidence of homelessness throughout King County, using equity and social justice principles.

3. Promote equitable access and service provision with an intersectional and anti-racist approach, serving those who are historically marginalized and disproportionately impacted by the experience of homelessness in our community, ***including but not limited to***: the Black, Indigenous, Pacific Islander, Latine and Asian communities, the trans community, the LGBTQIA2S+ communities, people living with disabilities, people foster care system involvement, the Elder community, people with carceral system involvement, people living with behavioral health conditions and substance use disorders, and all immigrant and refugee communities.

4. Develop a "culturally responsive system [that] values diversity, understands differences and develops services and supports to meet the unique needs of each community."[1]

5. Maximize our community response to homelessness while aiming to maintain as much HUD Continuum of Care Program funding in our CoC as possible.

6. Promote human-centered practices and partnerships with a Housing First and Harm Reduction approach instead of further displacement or the criminalization of our unhoused neighbors.

7. Prioritize projects that:
   a. Elevate the voices of people with lived experience as experts in the development and implementation of planning, programming, and evaluation;
   b. Focus on those who are literally homeless (streets, shelter, transitional housing for youth and veterans, vehicle residents, and includes people fleeing and attempting to flee domestic violence, sexual assault, and stalking;
   c. Actively participate in the Continuum of Care through demonstrable racial equity

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[1] William.Burleson. (2019, April 5). *Culturally responsive.* Minnesota System of Care - Department of Human Services. Retrieved February 23, 2023, from
https://mn.gov/dhs/mnsoc/core-values/culturally-responsive.jsp#:~:text=A%20core%20value%20in%20a,unique%20needs%20of%20each%20community

and social justice oriented practices that center community and are in alignment with values of community accountability, housing first, trauma-informed care, harm reduction, prevention, and whole person well being through focusing on what is meaningful to the individual;

d. Demonstrate commitment to power-sharing and deference to people with lived experience in organizational design and policy development processes through actions such as dedicated board seats or management positions;

e. Advance the collective goals of the CoC, including addressing racial disproportionality and achieving equitable outcomes for Indigenous, Black, Pacific Islanders and other people of color, trans individuals, the broader LGBTQAI2S+ communities, and people living with disabilities;

f. Have positive outcomes to permanent housing and subsequent stability, including economic stability, as the primary focus;

g. Do not replace mainstream resources such as federally funded health insurance, cash benefits, and other federally funded behavioral health services;

h. Work to connect people served by CoC-funded programs with community-based, culturally responsive[2] resources;

i. Participate in the Homeless Management Information System with complete, high quality data per both local metrics and HUD data standards;

j. Demonstrate alignment with HUD Housing First standards[3] (including screening, program entry, person-centered services, and termination policies);

k. Perform well against HUD Continuum of Care goals and positively impact *local* system performance and equity outcomes;

l. Consistently meet and exceed operational standards for spending, match, occupancy, and reporting.

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[2] American Speech-Language-Hearing Association. (n.d.). Cultural responsiveness. American Speech-Language-Hearing Association. Retrieved February 23, 2023, from https://www.asha.org/practice-portal/professional-issues/cultural-responsiveness/
[3] Housing First Checklist: Assessing Projects and Systems for a Housing First Orientation

Seattle-King County 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.

For the purpose of this document, the Continuum of Care (CoC) Board will be referred to as the CoC Board, but is the same entity and has the same duties as the Advisory Committee per the language established in the Interlocal Agreement (ILA).

II.   Duration

This Charter shall be adopted on the day it is approved by the current CoC Membership. Advisory 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 Advisory CommitteeCoC Advisory 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 MembershipBoard (Advisory Committee) in consultation with the CoC BoardAdvisory Committee, 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 CoC Membershipe Advisory Committee 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[footnote NIS report], including a recommendation to consolidate authority for homeless assistance through the implementation of a new regional consolidated entity. ADD IN REF TO RAF. These actions, when implemented, will fundamentally change the landscape of homeless services and their administration within the region.

On December September 4th, 2019, Executive Dow Constantine and [then] City of Seattle Mayor Jenny Durkan voted on the transmitted a proposed ILA and Charter to their respective councils to establishing and defininge the role, scope, and governance of the King County Regional Homelessness Authority,

[1] See Appendix 1

Seattle-King County Continuum of Care

Governance Charter

including ~~the creation of a King County Regional Homelessness Authority governance structure, including~~ a Governing Committee~~,~~ ~~and~~ Implementation Board~~,~~ and CoC Board ~~Advisory Committee~~[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 as effective as possible and 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 CoC Board ~~Advisory Committee~~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 disproportionately affected by homelessness.
- Decisions and recommendations made by the CoC will reflect a cross-sector and regional approach.
- The CoC will operate with transparency and inclusiveness.
- The CoC will promote shared responsibility and accountability.
- CoC leadership will establish clearly defined roles and responsibilities and communicate decisions clearly and widely.

While values help to guide the development of specific recommendations and decisions that are presented to the CoC Board~~Advisory Committee~~, 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 Coalition[1][2] 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.

> **Commented [1]:** Add citation

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[1] The Lived Experience Coalition 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.

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Governance Charter

If we create a homelessness response system that *centers the voices of people who have lived experience of homelessness~~on 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

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~~[2] The Lived Experience Coalition 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.~~

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

V.   Governance and Responsibilities

The CoC is a broad coalition of community members ~~stakeholders~~ dedicated to the mission of the CoC. This includes people currently experiencing homelessness, those currently accessing services, people with lived experience of homelessness, ~~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 at least twice a year. This may include an annual conference and/or other meetings dedicated to approval of necessary documents, approval of new CoC Board~~Advisory Committee~~ members, 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 CoC Board~~Advisory Committee~~ is outlined in the following sections.

b.   CoC Board (Advisory Committee)~~Advisory Committee (CoC Board)~~

   I.   **Purpose**

The purpose of the Board~~Advisory Committee~~ will be to function as the CoC Board for specific legally required duties and to act in an ~~broad~~ advisory capacity to the Governing Committee and Implementation Board of the Regional Authority in accordance with the ILA.~~Regional Authority Charte~~r, and to also ~~function as the CoC Board for specific legally required duties~~. This allows for a strong

CoC Governance Charter – Amended December 2, 2020

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 CoC Board~~Advisory Committee~~ will perform two main functions:

1. ~~1.~~ 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.

2. It will apprise the Governing Committee and Implementation 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~~.

~~I.~~**3.** II. **Decision Making and Authority**

CoC Board~~Advisory Committee~~ 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 CoC Board~~Advisory Committee~~ 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 CoC Board~~Advisory Committee~~ 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 currently seated Board members, of the CoC Board~~Advisory Committee~~ is present.
D. CoC Board~~Advisory Committee~~ members will have expertise in areas related to housing and homelessness, or related fields. While the CoC Board ~~Advisory Committe~~e will receive recommendations from workgroups 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 CoC Board ~~Advisory Committee~~ in cases where there is a disagreement between the Consumer Advisory Council/Youth Action Board and another committee may be appealed to the CoC Board~~Advisory Committee~~ by the Chair of the impacted committee or Consumer Advisory Council/Youth Action Board.
F. CoC Board~~Advisory Committee~~ members are strongly encouraged to attend in person.

Commented [7]: It might be good to note that we do not speak to media as individual Board members, largely because the media has a knack for distorting or politicizing key human interest stories for personal gain.

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Seattle-King County Continuum of Care

Governance Charter

Attendance by telephonic conference may be permitted in extenuating circumstances. The CoC BoardAdvisory Committee 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 CoC BoardAdvisory Committee has authority to adopt revisions to the Charter in compliance with HUD CoC Program regulations.

I. The CoC BoardAdvisory Committee 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 CoC BoardAdvisory Committee designates the CoC Collaborative Applicant and HMIS Lead.

K. The CoC BoardAdvisory Committee reviews policy recommendations from standing committees of the CoC for regional implementation, and forwards those recommendations requiring action by the Implementation Board and Governing Committee.

iii. Commitment

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

a. Regular personal attendance at committee meetings and events is required unless excused by the Co-Chairs 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 and leading decison-makers in ending homelessness.

c. A one-year minimum commitment is required.

d. A quarterly commitment to seek input from, convey the interests of, and provide updates to the communities that CoC BoardAdvisory Committee members represent and are accountable to, including recipients of CoC services, cities, tribes, and providers.

e. 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. CoC BoardAdvisory Committee Membership and Selection Process

The CoC BoardAdvisory Committee will have a maximum membership of 19 people.

A. Applications for CoC BoardAdvisory Committee membership will be open to the public and will be managed by an Ad-Hoc Selection Committee established by the CoC Board Advisory

Comments:

Commented [9]: co-chairs

Commented [10]: Let's document this as a policy and procedure so there is more consistency in CoC Board operations with respect to membership and recruitment/removal.

Commented [EG11R10]: Will document a process for this.

Commented [12]: Will create a document listing procedures for this.

Commented [13]: I want to make sure that we are always deferring to folx with lived experience when we engage in systems change work. We can be "partners," in implementation but the participant/clients must be the decision-makers in determining what direction we should take when attempting policy shifts.

Commented [EG14R13]: Added.

Commented [15]: added

Commented [16]: What does this even look like? Can we clarify what feedback loops we are using to communicate with our communities? It's not clear from this statement.

~~Committee~~ when necessary. The Selection Committee will make recommendations to the CoC Board ~~Advisory Committee~~ 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. At least one seat will be reserved for a local public funder of the CoC for the purpose of promoting alignment with funding decisions within the CoC. 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 ~~Advisory~~ Committee 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 CoC Board~~Advisory Committee~~ 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 Coc Board ~~Advisory Committee~~:
    a. South King County
    b. East King County
    c. North King County
    d. City of Seattle

D. At a minimum, CoC Board ~~Advisory Committee~~ 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 (2)
        ~~i.~~ii. Elders
        ~~ii.~~iii. Families
        ~~iii.~~iv. Chronically Homeless
        ~~iv.~~v. Single Adults, Non-Chronic/Non-Veteran
        ~~v.~~vi. Domestic Violence Survivors
        ~~vi.~~vii. Veterans

      vii.viii.   Immigrant and Refugee communities

   d.   Faith Based Organization/Community Partner (1)

   e.   Public or private funders of homeless housing and/or services, with at least one position reserved for a representative of a local public funder that funds the CoC (2)

   f.   Black/African American Community representative (1)

   g.   American Indian/Alaskan Native Community representative (2)

E.   The CoC Board~~Advisory Committee~~ shall elect two Co-Chairs~~a Chair and Vice-Chair,~~ only one of whom shall be a provider.

F.   CoC Board~~Advisory Committee~~ membership must be reviewed every five years. New committee 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 CoC Board~~Advisory Committee~~ 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 Committee meetings (three or more in one year), or

   c.   Breaking the CoC Conflict of Interest policy for Committee 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 CoC Board~~Advisory Committee~~ membership terms shall be staggered.

c.   Terms for Co-Chairs ~~and Vice-Chair~~ shall be for three years from the date of nomination, with the option of serving one additional year.

Commented [17]: Review with board. Previous discussions include rotating co-chairs - 1 co-chair annual, one 6th months.

e. Workgroups

Workgroups are structured to ensure a system-level focus rather than a CoC-specific focus. Generally, Workgroups have the following characteristics:

- The chair of each workgroup be the Director of the corresponding functional area of the Regional Authority,
- Chairs and members of each workgroup participate in ongoing training around integrating racial equity into their work. Workgroups should be held accountable to develop analyses and policies that drive progress toward achieving equitable outcomes for people experiencing homelessness.

Commented [18]: Confusing statement--who is the chair? KCRHA Director or CoC Board members?

- Members are selected by the board 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,
- Workgroups are limited to no more than 8 regular members,
- Workgroups are responsible for ongoing communication and coordination with the CoC Board~~Advisory Committee~~,
- Workgroup members must participate consistently and substantively or may be removed by the Committee Chair, and
- Workgroups are empowered to identify and engage specific experts for time-limited projects to increase capacity.

> **Commented [19]:** Huh? Are workgroups different from committees?? Why would staff select members instead of CoC Board?
>
> **Commented [EG20R19]:** Language added to clarify

Standing Workgroups of the CoC Board~~Advisory Committee~~ 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 workgroups before they are sent to the Advisory Committee or Implementation Board for final approval.

> **Commented [21]:** Request to not remove

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A recommendation may be sent to the Advisory Committee without the approval of the Consumer Advisory Council/Youth Action Board if, after at least two good faith efforts to reconcile, the workgroups 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 Advisory Committee, 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 workgroups before they are sent to the Advisory Committee or Implementation Board for final approval.

> **Commented [22]:** Request to not remove YAB. Gathering info date from YAB members on current process of standing up new board

A recommendation may be sent to the Advisory Committee without the approval of the Consumer Advisory Council/Youth Action Board if, after at least two good faith efforts to reconcile, the workgroups 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 Advisory Committee, the co-Chairs of the Consumer Advisory Council/Youth Action Board must also be invited to present their concerns.

3. System Performance Workgroup - Chaired by the Director of the appropriate office of the Regional Authority. Members include Regional Authority staff, providers and people experiencing homelessnesscustomers with expertise in this area. Members must also include HMIS and CEA staff.

    > **Commented [23]:** I'm confused! Is SPC lead/co-chaired by KCRHA or CoC Board? My understanding is that the Board oversees SPC and thus co-chairs are drawn from the Board and the various communities it serves.

4. Coordinated Entry A Policy Advisory WorkgroupCommittee - staffedChaired by the manager Director of the appropriate office within the Regional Authority. Members include Regional Authority/CEA staff, providers and customers with expertise in this area.

    > **Commented [24]:** This one too

5. CoC Application/Ranking Workgroup – Chaired by the Chief Executive Officer (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 CoC BoardAdvisory Committee for ranking projects for the annual CoC Competition.

6. Cross-Cutting Policy Workgroup – The purpose of this workgroup 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 workgroup 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.

Each standing workgroup shall develop a charter or work plan to guide its work and priorities.

The CoC BoardAdvisory Committee has the authority to establish time-limited, ad-hoc workgroups as needed.

f. Delegation of Authority

The CoC BoardCoC Advisory Committee 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 Workgroup. The CoC

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CoC Governance Charter – Amended December 2, 2020

Application/Ranking Workgroup must consider System Performance metrics in the CoC application process. Approval for new policies by the CoC Board Advisory Committee 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 Advisory Workgroup is delegated authority to recommend system-level practices and procedures informed by expert members. Approval for new practices by the CoC BoardAdvisory Committee 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 CoC BoardAdvisory Committee 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 Chief Executive Officer 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 Chief Executive Officer 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 CoC BoardAdvisory Committee 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 CoC BoardAdvisory Committee meetings.
C. Recuse himself or herself at any time from involvement in any decision, vote, or discussion in which they believe he or she may have a conflict of interest.
D. **Relationship Between the S-KC CoC Board, Governing Committee and Implementation Board**

The CoC BoardAdvisory Committee elects to function in an advisory capacity to the Governing Committee and Implementation 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.

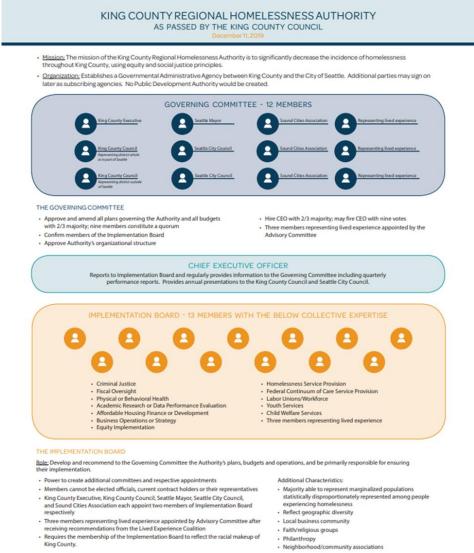**b.**   **Collaborative Applicant**

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.

Seattle-King County Continuum of Care

Governance Charter

Appendix 1: King County Regional Homelessness Authority Governance Structure

Seattle-King County Continuum of Care

Governance Charter

KING COUNTY REGIONAL HOMELESSNESS AUTHORITY
AS PASSED BY THE KING COUNTY COUNCIL
December 11, 2019

- **Mission:** The mission of the King County Regional Homelessness Authority is to significantly decrease the incidence of homelessness throughout King County, using equity and social justice principles.
- **Organization:** Establishes a Governmental Administrative Agency between King County and the City of Seattle. Additional parties may sign on later as subscribing agencies. No Public Development Authority would be created.

GOVERNING COMMITTEE - 12 MEMBERS

- King County Executive
- King County Council *Representing district whole or in part of Seattle*
- King County Council *Representing district outside of Seattle*
- Seattle Mayor
- Seattle City Council
- Seattle City Council
- Sound Cities Association
- Sound Cities Association
- Sound Cities Association
- Representing lived experience
- Representing lived experience
- Representing lived experience

THE GOVERNING COMMITTEE

- Approve and amend all plans governing the Authority and all budgets with 2/3 majority; nine members constitute a quorum
- Confirm members of the Implementation Board
- Approve Authority's organizational structure
- Hire CEO with 2/3 majority; may fire CEO with nine votes
- Three members representing lived experience appointed by the Advisory Committee

CHIEF EXECUTIVE OFFICER

Reports to Implementation Board and regularly provides information to the Governing Committee including quarterly performance reports. Provides annual presentations to the King County Council and Seattle City Council.

IMPLEMENTATION BOARD - 13 MEMBERS WITH THE BELOW COLLECTIVE EXPERTISE

- Criminal Justice
- Fiscal Oversight
- Physical or Behavioral Health
- Academic Research or Data Performance Evaluation
- Affordable Housing Finance or Development
- Business Operations or Strategy
- Equity Implementation
- Homelessness Service Provision
- Federal Continuum of Care Service Provision
- Labor Unions/Workforce
- Youth Services
- Child Welfare Services
- Three members representing lived experience

THE IMPLEMENTATION BOARD

Role: Develop and recommend to the Governing Committee the Authority's plans, budgets and operations, and be primarily responsible for ensuring their implementation.

- Power to create additional committees and respective appointments
- Members cannot be elected officials, current contract holders or their representatives
- King County Executive, King County Council, Seattle Mayor, Seattle City Council, and Sound Cities Association each appoint two members of Implementation Board respectively
- Three members representing lived experience appointed by Advisory Committee after receiving recommendations from the Lived Experience Coalition
- Requires the membership of the Implementation Board to reflect the racial makeup of King County.

Additional Characteristics:
- Majority able to represent marginalized populations statistically disproportionately represented among people experiencing homelessness
- Reflect geographic diversity
- Local business community
- Faith/religious groups
- Philanthropy
- Neighborhood/community associations

CoC Governance Charter – Amended December 2, 2020

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Seattle-King County Continuum of Care

Governance Charter

ADVISORY COMMITTEE - CONTINUUM OF CARE
Perform the functions of the mandatory Federal Continuum of Care Board.

OTHER KEY PROVISIONS

FIVE YEAR PLAN
Required to address at least youth/young adults, families, veterans, single adults, seniors and those with acute behavioral challlenges.

SUB-REGIONAL PLANNING PRINCIPLES
Specifies that funding and services will be distributed throughout the County regardless of whether a jurisdiction joins the interlocal agreement. Specifies that sub-regional planning would inform and be integrated in the development of the five year plans.

COORDINATION ACROSS SYSTEMS AND SERVICES
CEO shall assign liaison to ensure coordination and collaboration with homelessness crisis response partners and activities and adjacent systems whose work intersects with homelessness.

To: CoC Board

From: Eli Griffin, CoC Coordinator

CC:

Subject: CoC Coordinator Recommendations

Date: 3/3/23

Status: Informational [x]   Decisional [ ]   Critical Incident Follow-Up [ ]

    I.   **Summary & Recommendation**

Observations from CoC Coordinator's first week. Key foundational needs for CoC have been listed along with suggestions for researching how to create more equitable meetings. See recommendations in section IV.

    II.   **Background**

There has been an immense amount of work done by KCRHA staff and the CoC Board, and this has set up a foundation that can be built upon to become more equitable and just, and ending homelessness within King County. The discussion below is not a condemnation of work previously done, but rather is a progression of work done by others.

The Seattle/King County Continuum of Care (CoC) is unique in its specific role and scope, this is largely due to its relationship to KCRHA. As the Homelessness Authority is the main umbrella under which homelessness services in King County work, the CoC does not serve as the overarching network for services. CoC's are often the, "Body of local community members responsible for their community's homeless response system" but this role is filled by KCRHA. Instead, the CoC's main role is to fill the other guidelines set forward by the Department of Housing and Urban Development (HUD). These include, but are not limited to: applying to the annual competition, disbursement of funds, ensuring funded programs meet local and federal guidelines, designating a Coordinated Entry program and ensuring it meets HUD standards, designating and overseeing HMIS, forming a CoC board, develop and adopt a governance charter that is updated annually, developing membership of the CoC, hosting two annual meetings for CoC members, and offer required trainings to CoC members and programs. The role of the CoC becomes convoluted as HUD requirements for CoCs are often at a systemic level. **The exact role of the CoC as a part of KCRHA needs to be fully developed and agreed upon by both KCRHA and the CoC, including both the CoC board and membership**.

Limited documentation remains from the former CoC, and much needs to be updated or recreated in order for the CoC to function. The CoC governance charter is currently being updated by members of the board, and will be presented to the Board in coming months for approval. Basic documentation of membership and the roles and expectations of members needs to be created. A CoC calendar of upcoming

required tasks and deadlines, board meetings, and membership meetings needs to be created to ensure all members have clarity of the upcoming year and CoC next steps.

Additionally, several steps are needed to ensure the CoC Advisory Board meetings are equitable, anti-racist, anti-ableist, and functional. It was discussed multiple times in the February 1st, 2023 meeting that members felt that the meetings were not equitable, accessible, or functioning in a manner that lead to effective use of their time or progressing quality work forward for the CoC and ultimately people experiencing homelessness. KCRHA's theory of change, "If we create a homeless response system that centers people with lived experience, then we will be able to focus on responding to needs and eliminating inequities, in order to end homelessness for all," was instrumental in the formation of the Advisory board. More steps must be taken in order to ensure members with lived experience on the board have access to and power within meetings. The Lived Experience Coalition has taken on some of these responsibilities, but these responsibilities need to be reviewed and monitored to ensure board members have full access.

Members of the board have discussed not being heard, that current board meetings do not allow for them to discuss issues in-depth, and that current meeting format leads to divisive rather than constructive conflict. Members have brought up issues of racism, ableism, and classism within the meetings. Several issues are leading to inequity within the meeting. First, it is an inherent problem with most government committees/boards as Robert's Rules of Order uphold racist and classist modes of work.[1] Meetings can trigger people's trauma due to the topics discussed, and because Robert's Rules limits meetings or facilitators to be fluid or react as needed. It is suggested that staff that work with folks with lived experience but do not have trauma informed care/practice training be trained in order to be better able to support the board. The CoC Coordinator will need more time with board members to listen to how they see inequity with the CoC and board meetings, and to hear what actions they would like to see taken. KCRHA is clearly committed to equitably and respectfully working with lived experts, and potentially offering access to external supports may be desirable to board members. This could include trainings, leadership academies, etc. in the future.[2]

III. Options

IV. Recommendations
1. First 3 months of CoC Coordinator's workload will be to support ongoing and new work to create foundational needs and documentation.
   a. Development of Coordinator role description and scope including:
      i. Support of board
      ii. Program portfolio
   b. Governance Charter
   c. List of CoC organization members

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[1]Boston Center for Independent Living, https://www.mass.gov/doc/src-dei-inclusion-and-strategic-planning/download
[2] Yale Lived Experience Transformational Leadership Academy (LET(s)Lead), https://medicine.yale.edu/psychiatry/prch/train_consult/academy/home/

        i.   Tiers of membership engagement

    d. CoC Board Process Mapping

    e. Board Calendar

         i.   Meetings, events, deadlines

    f. Creation of communication guidelines + expectations

         i.   What board members can expect and when

            1. Agendas

            2. Calendar invites

            3. Critical documents

                a. Documents printed off for members w/limited internet access if required

2. Research and present recommendations to the board for other methods of how meetings are convened.

    a. Robert's Rules of Orders

    b. Consensus

    c. Other formats

3. Review trainings for Board members and supporting staff to ensure needs are met

    a. Trauma informed-practice or similar training for staff

    b. Lived experience leadership training for board members

V.   Have you incorporated people with lived experience in the generation of your recommendations?
These recommendations are based on what was discussed in the CoC Advisory Board meeting by Board Members, and researched suggestions will then be presented to the Board for their comments, suggestions, and final approval.

VI.   What are racial justice and equity implications of your recommendations?
Recommendations are made to increase accessibility to meetings for lived experts, and increase anti-racist practices within board meetings.

VII.   Budget Impact
No impact to budget at this time.

VIII.   Workforce Impact
No workforce impact at this time.

IX.   Next Steps