Duties and Responsibilities of CEH and its Advisory Bodies (6/14)

Committee to End Homelessness in King County Continuum of Care
CEH Continuum of Care (CoC) includes all organizations and individuals actively engaged in CEH activities. Membership is open, as everyone’s help is needed to implement the Ten-Year Plan.

Support efforts to end homelessness in Seattle/King County through participation in advisory bodies, task forces, workgroups, and general CEH activities. Help to identify key issues that will need to be addressed to advance CEH efforts and mobilize base of constituents needed to achieve CEH goals.

Build and sustain political will and community support needed to secure resources and implement the Plan. Provide overall leadership and ensure adequate progress on the CEH Ten-Year Plan to End Homelessness.

Provide consumer perspective to CEH priorities and strategies

Develop policies and prioritize strategies to implement end homelessness. Monitor results and make mid-course corrections to achieve goals of CEH

Evaluate, allocate and monitor resources and funding strategies to support the goals of CEH and the priorities adopted to implement the Plan. Leverage grant making to ensure accountability to CEH Priorities and best practices.
1. **Introduction**
This Charter Agreement (Charter) establishes the Committee to End Homelessness (CEH) in King County as King County’s Continuum of Care (CoC) in accordance with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and in accordance with King County Ordinance 2005-0371.1, by which the Committee to End Homelessness is designated as the local homeless housing task force pursuant to Sections 3(9) and 8 of Chapter 484, Laws of Washington 2005, and is recognized as the body to coordinate and oversee implementation of the Plan by the county and the other members of the Committee to End Homelessness.

The Charter further establishes Advisory Bodies to act on its behalf that are representative of the relevant organizations and of projects serving homeless subpopulations within the CoC’s geographic area. This includes the roles, operations and governance structures of these Advisory Bodies.

2. **Duration**
This Charter shall be adopted on the day it is approved by the CoC. Thereafter, the Charter shall be reviewed and approved in full every three years by the CoC. Annual updates will be conducted as necessary by the Interagency Council in consultation with the collaborative applicant and the Homeless Management Information Systems (HMIS) lead. These update will be affirmed by the Governing Board.

3. **Structure**
“A Roof Over Every Bed in King County: Our Community’s Plan to End Homelessness” (‘Plan’) provides overall guidance for the work of the CEH. The Charter delineates operating structure, roles, responsibilities and commitments for the operation of the CEH.

The CEH is a regional coalition hosted at King County, who serves as the Administering Agency (Administering Agency) to CEH. Separate Memoranda of Agreement (MOA) will be established between the Administering Agency and any other jurisdiction or source providing funding and/or in-kind resources for the operations and staffing of the CEH.

Ending homelessness requires a regional approach and full participation from all strata of the community. All jurisdictions and organizations with an interest in addressing homelessness will be invited to adopt an endorsement agreement supporting the Plan. The Advisory Bodies (collectively defined as the Governing Board, Consumer Advisory Council, Interagency Council (IAC) and Funders Group, and subcommittees and workgroups convened by the IAC) together with the broader CoC, are jointly responsible for implementing the Plan. The broad role of each of these bodies is described below.

**Continuum of Care – Invigorate. Communicate. Participate.**
Support efforts to end homelessness in Seattle/King County through participation in advisory bodies, task forces, workgroups, and general CEH activities. Help to identify key issues that will need to be addressed to advance CEH efforts and mobilize base of constituents needed to achieve CEH goals.

**Governing Board – Communicate. Advocate. Ensure Change.**
Provide overall leadership and ensure adequate progress on the CEH Plan to End Homelessness. Build and sustain political will and community support needed to secure resources and implement the Plan.

**Consumer Advisory Council – Educate. Advocate. Inform Change.**
Provide consumer perspective to CEH priorities and strategies.

**Interagency Council – Analyze. Strategize. Manage Change.**
Develop policies and prioritize strategies to implement end homelessness. Monitor results and make mid-course corrections to achieve goals of CEH.

**Funders Group – Align. Prioritize. Fund Change.**
Evaluate, allocate and monitor resources and funding strategies to support the goals of CEH and the priorities adopted to implement the Plan. Leverage grant making to ensure accountability to CEH Priorities and best practices.

The specific membership, commitments and specific responsibilities of each are described in the following sections of this Charter. This includes the convening of subcommittees and the establishment of Investment Priorities as approved by these bodies.
4. **Continuum of Care**

A. **Purpose**

The purpose of the CoC is to: Invigorate. Communicate. Participate.

The CoC shall support efforts to end homelessness in Seattle/King County through participation in advisory bodies, task forces, workgroups, and general CEH activities. Help to identify key issues that will need to be addressed to advance CEH efforts and mobilize base of constituents needed to achieve CEH goals.

B. **Responsibilities**

1. Adopt the Governance Charter defining membership and roles, setting expectations, and assigning responsibilities among CEH advisory bodies.
2. Support efforts to end homelessness in Seattle/King County, through participation in advisory bodies, task forces, workgroups, and general CEH activities.
3. Review and celebrate progress of the Plan and help identify key issues to be addressed in order to advance CEH efforts.
4. Mobilize a constituent base needed to achieve CEH goals.

C. **Decision Making:**

1. Participate on advisory bodies / task forces, semi-annual meetings, and information sharing forums.
2. Adopt the governance charter in whole, defining membership and roles, setting expectations, and assigning responsibilities among CEH advisory bodies. Thereafter review and approve the charter every three years. *(HEARTH requirement)*
3. Decisions will be made by majority vote. Proxy votes among voting members are permitted if submitted at least 24 hours in advance. Where substantial differences of opinion exist, the final report or meeting summary shall reflect the divergence of views.
4. For the purposes of decision-making at the CEH Annual Meeting, voting is not anonymous. Voting members of the CoC are defined as sitting members of the CEH Advisory Bodies and subcommittees identified on the CEH Organizational Chart (reflected on the cover page to this Charter) along with those attending the full day CEH Annual Conference.

D. **Membership and Selection Process**

1. Members of the CoC shall be those organizations and individuals who are interested in, and supportive, of our community’s goals to end homelessness.
2. The membership and selection process for sitting members of each of the CEH Advisory Bodies is outlined in the following sections: Governing Board, Consumer Advisory Council, Interagency Council, Funders Group, CEH Executive Committee, and CEH Subcommittees and Advisory Groups (Data and Evaluation, Safe Harbors, Communications and Investment Priority Advisory Groups).

E. **Annual Meetings**

1. An Annual Conference of the full CoC will be convened annually. Notice of this conference will be posted on the CEH website *(www.CEHKC.org)* a minimum of two calendar weeks in advance of the meeting, and included in the CEH Newsletter, *All Things CEH*.
   a. The Annual Conference shall be held in a meeting location accessible to the public, within ¼ mile of public transportation.
   b. The Annual Conference shall be an opportunity to engage the CoC, and opportunity for public involvement shall be incorporated within the conference structure. As well, public comment shall be solicited via the CEH website and compiled in advance of the conference. Public comment submitted 48 hours before the conference shall be compiled and available for viewing at the conference.
   c. The agenda for the Annual Conference shall be set by the CEH Executive Committee.
2. The IAC meeting at which the IAC reviews and approves the CEH workplan for the coming year shall also be an open annual meeting.
   a. This annual meeting shall be held during business hours, in a meeting location accessible to the public, within ¼ mile of public transportation.
   b. A minimum of 10 minutes set aside for public comment.
c. The agenda for the IAC annual meeting at which the CEH workplan for the coming year is established shall be set by the CEH Executive Committee.

5. **Governing Board**

A. **Purpose**

*The Purpose of the Governing Board is to: Communicate. Advocate. Ensure Change.*

The Governing Board shall provide overall leadership and ensure adequate progress on the CEH Plan, and build and sustain political will and community support needed to secure resources and implement the Plan.

B. **Responsibilities**

1. Provide high-level leadership and influence within the community to build political will, broad-based support and advocate for system change and resources to end homelessness at a local, state and federal level.

2. Oversee Plan and updates to guide countywide action to end homelessness.

3. Review homeless system performance with fresh eyes, and ensure overall progress on the Plan by regularly examining progress and prompting discussion with other CEH bodies about areas of concern.

4. Adopt an annual CEH legislative agenda and advocate for expanding resources and systems reform to implement the Plan.

5. Critically review and consider for approval recommendations forwarded by other CEH Advisory Bodies, such as major funding priorities or system change actions.

6. Identify and be community champions, speak on behalf of CEH, and assure ongoing dialogue with the community on progress, results and barriers to adopted initiatives to inform ongoing and future work, in conjunction with other CEH Advisory Bodies.

7. Update Governance Charter in coordination with the IAC and in compliance with HEARTH regulations.

8. Issue an annual report on progress in meeting the goal of ending homelessness.

C. **Decision Making and Authority**

Governing Board meetings are open to the public with public input opportunities available via email and specific time allocated on the Governing Board agenda. The Governing Board 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.

1. Only seated Governing Board members may vote on CEH business. Where substantial differences of opinion exist, the final report shall make an effort to reflect the divergence of views, and in cases of disagreement, the majority shall seek to assure that, where possible, final recommendations will be worded to achieve the broadest support within the Governing Board.

2. In cases where consensus cannot be reached, the Governing Board will resort to Roberts Rules of Order, with a requirement of a super majority vote of 60% approval for the item on the table.

3. Decisions may be made only when a quorum, defined as 50% plus one, of the Governing Board, is present.

4. Governing Board members are strongly encouraged to attend in person. Attendance by telephonic conference is permitted. The Governing Board will be “principals only” – no alternates accepted for the purposes of voting. Where the Governing Board is voting to approve or disapprove plans or projects submitted by the IAC, proxy votes on that specific issue are permitted if submitted at least 24 hours in advance (and for the purpose of that vote only, the person submitting the proxy vote shall be counted as in attendance for quorum purposes).

D. **Commitment**

1. Regular personal attendance at quarterly committee meetings and events is required. This commitment is not delegated to others.

2. Commitment to listen to, value and utilize the experience and contribution of homeless people as equal partners in ending homelessness.
3. A three-year term is required with the option of serving one additional term. This shall be extended or reduced in the case of elected officials to correspond to terms of office, or as determined by the representative body (in the case of those seats representing specific entities.)

4. Additional efforts as needed to further the goals of the CEH, including serving as a community champion, speaking on behalf of CEH and assuring ongoing dialogue with the community on opportunities, progress, results and barriers to ending homelessness in King County.

E. Membership and Selection Process

The Governing Board will have a membership of approximately 25 people.

1. Representational categories shall be identified to ensure that membership comprises an appropriate array of committed private and public community leaders who reflect the diversity of the county and who will be able to mobilize public will and public and private resources to end homelessness. Representation will include elected officials representing certain government categories, consumer representatives, healthcare, education, corrections, faith-based organizations, business, philanthropy and homeless-serving organizations, among others as reflected in the Governing Board Roster, attached to this charter. Individuals may fulfill cross-representation of categories.

2. Elected officials serving on behalf of designated government categories shall be selected by their respective entities. The Governing Board shall elect co-chairs.

3. A membership committee consisting of the Governing Board co-chairs, and signators of the MOA providing funding for the operations and staffing of the CEH will be convened on an as-needed basis to determine if there are representational categories that have not been addressed or to receive nominations and approve new members as terms expire.

4. New members shall be appointed under the following circumstances:
   a. The resignation or dismissal of a current member, in which case the Membership Committee shall be directed to identify a replacement who fulfills the representation category being vacated.
   b. A decision by the membership of the Governing Board to create a new/additional category or other changes that may be needed to ensure that an appropriate array of community members is represented within the CEH governance structure.
   c. Instances in which a current member no longer fills the representation category in which they have been appointed (e.g., an elected official who is no longer in office, a member of the business or philanthropic community who is no longer affiliated with such an entity, etc.), in which case the Membership Committee will identify a person to fill the position being vacated with an individual who fulfills the representation category. In the case of an elected official, the individual shall be selected by their respective entities and affirmed by the Governing Board.

In each of these cases, a super-majority vote of 60% of those present and voting shall be required to approve new members.

F. Terms

Terms shall be for three years, with the option of serving one additional term. This shall be extended or reduced in the case of elected officials to correspond to terms of office, or as determined by the representative body (in the case of those seats representing for specific entities.)

G. Conflicts of Interest

Members shall abide by the Conflict of Interest guidelines provided in the HEEARTH Interim Rules 24 CFR 578.95 Conflicts of Interest. Governing Board members will sign a Conflict of Interest statement at the beginning of their membership, and reaffirm this document on an annual basis. Governing Board who find themselves faced with a potential conflict between their business, organizational or private interests and their CEH responsibilities shall avoid conflict of interest during the decision-making process by following these guidelines:

1. Disclose potential conflicts of interest in advance to the co-chairs.
2. Publicly disclose conflicts of interest at Governing Board meetings.
3. Abstain from participation in discussions or voting on any issue where a conflict of interest may be involved.
6. Consumer Advisory Council

A. Purpose

The purpose of the Consumer Advisory Council is to Educate. Advocate. Inform Change.

Consumers will ensure that the effort to end homelessness in King County incorporates the expertise of people who experience homelessness - including those who are at risk of becoming homeless or were formerly homeless - at all levels of implementation, evaluation, and plan revision.

The Consumer Advisory Council (CAC) will serve as a forum to incorporate consumer feedback within policy and strategic decisions and action items under the Plan. Members of the CAC will serve as seated members of the IAC and the Governing Board. Members may also serve on subcommittees and workgroups. Participation on CEH subcommittees and workgroups may also include additional consumers and users of homeless housing services outside of CAC members.

B. Responsibilities

1. Educate members of CEH Advisory Bodies and the larger community on the realities of homelessness, and help members develop relationships with people in homeless or low income communities.
2. Help to assess needs of people currently experiencing homelessness and their concerns about the homeless system through the convening of focus groups and other feedback opportunities, and convey findings from these focus groups to the IAC, Governing Board and other policy developers as needed.
3. Develop recommendations regarding resources and programs for homeless people to inform the Governing Board, IAC, Funders Group and other CEH policymaking and grant making entities.
4. Critically review and provide feedback on recommendations forwarded by other Advisory Bodies to ensure CEH policies and initiatives are informed by consumer perspective.
5. Advocate for systems reform on the local, state, and federal levels that would implement the adopted policies of the Plan.
6. Suggest and support means for the members of the Governing Board and the IAC to participate in activities that would help them to develop an understanding of the realities of homelessness, and develop relationships with people in homeless or low income communities. This may involve activities with CAC members or activities elsewhere in the community.

C. Decision Making

1. Participate on advisory bodies / task forces and information sharing across systems.
2. Make recommendations regarding resources and programs to inform CEH policy and grant making.

D. Commitment

1. Regular personal attendance at monthly CAC committee meetings and events. This commitment is not delegated to others.
2. A three-year term is required with the option of serving one additional term.
3. Additional efforts as needed to further the goals of the CEH, including serving as a community champion, speaking on behalf of CEH and assuring ongoing dialogue with the community on opportunities, progress, results and barriers to ending homelessness in King County.

E. Member Profile

The CAC will have a membership of approximately 12-15 members.

Members will be people who are currently or formerly homeless, and people in poverty who are at risk of experiencing homelessness, and who reflect the diversity of residents of King County. Members will include single adults, families, and youth from various parts of King County. Specific member categories will include, at a minimum:

<table>
<thead>
<tr>
<th>Population:</th>
<th>Gender</th>
<th>Regional</th>
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<tbody>
<tr>
<td>Single Adults</td>
<td>Male</td>
<td>Seattle</td>
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<tr>
<td>Families</td>
<td>Female</td>
<td>South King County</td>
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<tr>
<td>Youth and Young Adults</td>
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<td>North &amp; East King County</td>
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</table>
The CAC will seek to ensure cross-representation among Veterans, LGBTQ, Seniors, Ex-Offenders, Immigrants and Refugees, People of Color, Currently or Recently Unsheltered, and others. Individuals may fulfill cross-representation of categories.

F. Appointment/Selection Process
1. Homeless housing and service programs may nominate a client/former client to serve on the CAC and forward their name and contact information to CEH staff. Nominees will be understood to be referred by that program, but are not serving on behalf of that program. Individuals may also contact CEH directly.
2. Individuals will complete an Application and Interest Survey to identify what areas of expertise / experience they bring to the CAC and submit this to CEH staff.
3. A CAC nominating committee will work with CEH staff to screen applications to ensure that we are filling the various representation categories as needed.
4. If there are openings on the CAC for that representation category, individuals will be invited to attend two meetings to observe a CAC meeting and meet current CAC members and CEH staff. Nominees will receive a stipend for attendance and will have an opportunity to introduce themselves and share why they are interested in participating on the CAC.
5. Pending successful attendance at the initial CAC meetings, CAC members will vote on extending membership to the person at the next regularly-scheduled CAC meeting.

7. Interagency Council
A. Purpose

*The purpose of the Interagency Council (IAC) is to Analyze. Strategize. Manage Change.*

The IAC will develop policies and prioritize strategies to implement the Plan. Monitor results and make mid-course corrections to achieve goals of CEH.

The IAC will serve as a forum to bring together a diverse body of stakeholders working to address issues of homelessness and leverage the expertise and resources of the IAC and the wider community in collaborative support of the Plan. The IAC coordinates with the Funders Group, CAC and Governing Board along with other community stakeholders to identify key issues that will need to be addressed related to program or system changes under the Plan and propose solutions to those issues.

B. Responsibilities
1. Define the vision and performance expectations for the Seattle/King County housing and service system (as a whole and its component parts), consistent with the Plan and guidance from the Governing Board.
2. Establish written standards for how the different parts of the homeless system should be targeted and consensus on how assistance will be provided to different subpopulations, in consultation with recipients of ESG funds. (*HEARTH requirement*)
3. Establish a centralized or coordinated assessment system that provides for consistent access and triage of resources, consistent with system vision and in consultation with recipients of Emergency Shelter Grant (ESG) funds. (*HEARTH requirement*)
4. Set annual CEH priorities and develop policy regarding resources and programs for homeless people, including priorities for the annual CoC application to guide tiering. (*HEARTH requirement*)
5. Designate the Collaborative Applicant (*HEARTH requirement*). Such designation to be reflected in the meeting summary of the IAC meeting at which it occurs, and affirmed annually.
6. Designate the HMIS software and HMIS Lead, and assure compliance with HEARTH requirements (*HEARTH requirement*). Such designation to be reflected in the meeting summary of the IAC meeting at which it occurs, and affirmed annually.
7. Designate entity to complete the annual point-in-time count of homeless persons (*HEARTH requirement*). Such designation to be reflected in the meeting summary of the IAC meeting at which it occurs, and affirmed annually.
6. Update Governance Charter annually in compliance with HEARTH regulations. Such update to be reflected in the meeting summary of the IAC meeting at which it occurs. Every three years, bring to the CoC an updated Governing Charter for approval by the full CoC. (HEARTH requirement)

7. Establish a Communications Group to establish protocols, key messaging and informational materials, for approval by the IAC.

8. Establish a Safe Harbors Steering Committee to oversee and support the implementation of the Safe Harbors, HMIS System, ensuring the functionality and use of Safe Harbors as a data collection and reporting system.

9. Establish a Data and Evaluation Group to oversee, at a policy level, the development, updating and reporting of systems-level data on homelessness, to inform CEH policy recommendations and funding decisions as well communications and advocacy work.

10. Work with providers, funders, and other partners to transform local systems through system change actions and implementation of priority initiatives.

11. Assure cross-communication between CEH and organizational bodies represented personally and collectively on the CEH Advisory Bodies.

12. Create and oversee CEH work plans for investment priorities approved to implement the Plan. (Work plans to include production goals, projected outcomes, timelines, IAC sponsor, lead agency for staffing support, and role of each CEH advisory body in implementing work.)

13. Annually identify issues that should be explored in order to advance the implementation of the Plan. Convene time-limited task forces (TFs) to explore them. (Develop TF charters scoping TF; convene TF; oversee its work; refine TF recommendations; consider for advancement to the Governing Board for endorsement).

14. Ensure that consumer input is included in policy development and other IAC activities.

C. Decision Making and Authority

IAC meetings are open to the public, with public input opportunities available via email and specific time allocated on the IAC agenda. One IAC meeting per year shall serve an annual public meeting as required by HEARTH. Notice of this meeting shall be posted on the CEH website, and through distribution list of the CEH list serve.

The IAC 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.

1. Only seated IAC members may vote on CEH business. Where substantial differences of opinion exist, the final report shall make an effort to reflect the divergence of views, and in cases of disagreement, the majority shall seek to assure that, where possible, final recommendations will be worded to achieve the broadest support within the IAC.

2. In cases where consensus cannot be reached, the IAC will resort to Roberts Rules of Order, with a requirement of a super majority vote of 60% approval for the item on the table.

3. Decisions may be made only when a quorum, defined as 50% plus one, of the IAC, is present.

4. Proxy votes will not be accepted. The IAC will be “principals only” – no alternates accepted for the purposes of voting.

5. Additionally, the IAC shall strive to operate in an open environment, with sufficient time for communication between other CEH advisory bodies including the Governing Board, Funders Group and CAC for the purposes of soliciting feedback to CEH work plans and communicating CEH recommendations.

6. Areas of IAC Authority include:
   a. Develop an annual CEH work plan, establishing a funding priorities framework for use by the Funders Group in making funding decisions.
   b. Assure the occurrence of an annual meeting of the CoC to seek community feedback the CEH work plan, share CEH achievements, and in compliance with HEARTH requirements.
   c. Initiate and direct policy making, subcommittees and workgroups within CEH.
   d. Approve CEH performance standards and standards for client assistance.
e. Establish and oversee a coordinated assessment system.

f. Designate HMIS software and Lead.

g. Designate CoC Collaborate Applicant **(HEARTH requirement)**

h. Designate entity to conduct a PIT count of homeless persons.

i. Update the Governance Charter as authorized by the CoC.

D. Commitment

1. Personal regular attendance at scheduled committee meetings. This commitment is not delegated to others.

2. Commitment to listen to, value and utilize the experience and contribution of homeless people as equal partners in ending homelessness.

3. A three-year term is required with the option of serving an additional term, except for those positions that are ‘positional’ representation slots.

4. Additional efforts as needed outside of meetings to help further the efforts of the CEH.

5. Commitment to actively represent the voice and experience of the representational category for which the member has been nominated and approved. Provide regular information on the CEH and implementation of the Plan to members of organization(s) represented.

6. Commitment to participate (or commit agency resources/staffing to participate) in CEH Initiatives as appropriate. Commitment to stay appraised of emerging data and best practices in the field of ending homelessness, and share and represent this knowledge at meetings of CEH and with community stakeholders.

7. Commitment to collaborate with CEH advisory bodies including the Governing Board, Funders Group and CAC.

E. Membership and Selection Process

The IAC will have a membership of approximately 35 people, comprised of staff with authority to make policy, staffing or budget decisions, and who have CEH work as an official element of their work plan.

1. Representative categories shall be identified to ensure that membership comprises an appropriate array of committed private and public community leaders who reflect the diversity of the county and who will be able to mobilize public will and public and private resources to end homelessness. Representation will include planners, consumer representatives, healthcare, education, corrections, faith-based organizations, business, philanthropy and homeless-serving organizations, among others. Members shall be approved by a vote of the IAC.

2. New members shall be appointed under the following circumstances:

   a. The resignation or dismissal of a current member, in which case the CEH Executive Committee shall be directed to identify a replacement who fulfills the representation category being vacated.

   b. A decision by the membership of the Governing Board or IAC to create a new/additional category or other changes needed to ensure that an appropriate array of community members is represented within the CEH advisory structure.

   c. When a current member no longer fills the representation category in which they have been appointed (e.g., a member of the business or philanthropic community who is no longer affiliated with such an entity, etc.), the Executive Committee will identify a person to fill the position being vacated with an individual who fulfills a representation category.

3. The IAC shall have co-chairs who shall facilitate IAC meetings and seek community feedback to IAC agendas and materials. Co-chairs shall be nominated and selected by the general IAC body. One co-chair shall be selected from among IAC members representing major funders and the other shall be selected from among members representing housing and service providers. In each of these cases, a super-majority vote of 60% of those present and voting shall be required to approve new members.
F. Terms
1. Terms shall be for three years from the date of nomination to IAC, with the option of serving one additional term.
2. Terms for co-chairs shall be for two years from the date of nomination, with the option of serving one additional term.

G. Conflicts of Interest
Members shall abide by the Conflict of Interest guidelines provided in the HEARTH Interim Rules 24 CFR 578.95 Conflicts of Interest. Governing Board members will sign a Conflict of Interest statement at the beginning of their membership, and reaffirm this document on an annual basis. IAC members who find themselves faced with a potential conflict between their business, organizational or private interests and their CEH responsibilities shall avoid conflict of interest during the decision-making process by following these guidelines:
1. Disclose potential conflicts of interest in advance to the co-chairs.
2. Publicly disclose conflicts of interest at IAC meetings.
3. Abstain from participation in discussions or voting on any issue where a conflict of interest may be involved.

8. Funders Group
A. Purpose
The purpose of the Funders Group is to Align. Prioritize. Fund Change.
The Funders Group shall evaluate, allocate and monitor resources and funding strategies to support the goals of CEH and the priorities adopted to implement the Plan, and leverage grant making to ensure accountability to CEH Priorities and best practices.
The goal of the Funders Group is to seek to align funding and priorities in alignment with policies and initiatives prioritized under the Plan. The Funders Group coordinates with the IAC, CAC and Governing Board and other community stakeholders to review housing and service needs, and develop funding priorities and decisions to guide system-wide changes that improve the homeless housing and services system.

B. Responsibilities
1. Analyze CEH priorities, and develop a Master Funding Plan that aligns and maximizes use of existing resources (across all funding sources) to support Ten-Year Plan implementation. Communicate funding gaps (e.g., priorities that are not eligible for existing funding) back to IAC for discussion and problem-solving.
2. Provide guidance to the IAC on funding realities and opportunities to support its policy-setting role.
3. Jointly issue an annual Coordinated Notice of Funds Available (NOFA) and coordinate on other funding opportunities that simplify the application process, accelerate project funding, and assure funding is directed toward priority program models.
4. To the extent possible, commit agency funding to implement CEH priorities and promote systems change under the Ten-Year Plan (decisions made separately for each funder, but guided by Master Funding Plan, CEH work plans and Investment Priorities).
5. Reinforce goals and policies of Ten-Year Plan through contract requirements.
6. Identify a funder sponsor and provide staffing support for each IAC work plan.
7. Affirm the criteria and process for soliciting and ranking applications for the annual CoC application, based on priorities set annually by the IAC.
8. Approve the priorities and final submission for the CoC application to U.S. Department of Housing and Urban Development (HUD) (to be submitted by Collaborative Applicant on behalf of the CoC).
9. Monitor HEARTH recipients and sub recipient’s performance, evaluate outcomes, and take actions to improve performance or reduce funding for poor performers. (HEARTH requirement)

10. Coordinate with ESG (state and local) recipients on their strategies for allocating ESG funds and evaluating performance of funded projects. (HEARTH requirement)

11. Ensure participation of recipients in HMIS. (HEARTH requirement)

C. Decision Making and Authority

The Funders Group operates as a workgroup of major funders, under voluntary cooperation and the premise of consensus, with sufficient time for discussion during meetings so each member has a fair chance to be heard and issues can be understood. As a workgroup, meetings are not open to the public.

Areas of authority are:

1. Issue Coordinated NOFA and other funding opportunities.
2. Rank and submit McKinney / CoC final application to HUD.
3. Make funding decisions to maximize use of resources and promote systems change, consistent with individual fund source policies and requirements and CEH priorities.
4. Provide guidance to the IAC on funding realities and opportunities.

D. Commitment

1. Personal regular attendance at scheduled meetings. This commitment is not delegated to others.
2. Personal regular attendance at scheduled IAC meetings. This commitment is not delegated to others.
3. Communicate selected priorities and system change goals to key staff within the member’s organization and oversee their work and implementation of these goals for the purposes of driving systems change, aligning funding and enhancing the delivery of housing and services throughout the region.
4. Seek to align existing housing and homeless services funds under the jurisdiction and control of the Funders Group organization with selected Funders Group priorities as appropriate, and secure additional resources through state, federal and other sources where available.
5. Provide regular information on the CEH and implementation of the Plan to higher level members of organization(s) represented.
6. Additional efforts as needed outside of meetings to help further the efforts of the CEH.
7. Although the Funders Group members commit to coordinating funding, all parties recognize that each funder may have individual initiatives or constraints. Funders will be transparent as to which fund(s) will not be aligned with funders group priorities and why.

E. Membership and Selection Process

Membership in the Funders Group is a function of serving as the Director (or lead decision maker with authority to make or facilitate decisions regarding funding) of a designated organization contributing substantial funding to the homeless housing and services. Identified members include the CEH Director and Directors of King County Department of Community and Human Services (DCHS), City of Seattle Office of Housing and Human Services Department, ARCH, United Way of King County, King County Housing Authority and Seattle Housing Authority, Bellevue Human Services, and regional directors for mainstream systems such as the Veterans Administration and Washington State Department of Social and Health Services. All members of the Funders Group will be nominated to the IAC.

F. Conflicts of Interest

Members shall abide by the Conflict of Interest guidelines provided in the HEARTH Interim Rules 24 CFR 578.95 Conflicts of Interest. Members will sign a Conflict of Interest statement at the beginning of their membership, and reaffirm this document on an annual basis. Funders Group members who find themselves faced with a potential conflict between their business, organizational or private interests and their CEH responsibilities shall avoid conflict of interest during the decision-making process by following these guidelines:
1. Disclose potential conflicts of interest in advance to the CEH Director and Funders Group chair.
2. Disclose conflicts of interest at Funders Group meetings.
3. Abstain from participation in discussions or voting on any issue where a conflict of interest may be involved.

G. Leadership and Terms
1. The chair of the Funders Group shall be selected by its members.
2. Terms of service on the Funders Group shall be for the duration of an individual’s employment as the Director of the designated organization.
3. Staffing for the Funders Group shall be provided by the CEH.

9. CEH Executive Committee

A. Purpose
The purpose of the CEH Executive Committee will be to assist with the functioning and leadership of the CEH.

B. Responsibilities
The responsibilities of the CEH Executive Committee shall be:
1. Assist with developing an annual CEH meeting schedule.
2. Assist in developing the agendas for the IAC and Governing Board meetings, and identify priority topics for discussion with the CAC. Vet materials to ensure they are understandable and emphasize areas where decisions are most needed, and respond to any requests or direction from the Governing Board.
3. Determine if there are representative membership categories that have not been addressed within the IAC, Governing Board, CAC and IAC subcommittees.
4. Nominate new and replacement members to the IAC, and recommending Governing Board members to the Governing Board nominating committee as necessary.
5. Nominate members to IAC advisory groups and mediating issues around advisory group membership.
6. Establish attendance expectations for committee members, and communicate with committee members whose attendance falls below accepted threshold regarding continued membership.
7. Work with CEH and partner staff to track and prioritize CEH work plans and emerging homelessness issues. Provide critical input to time sensitive policy considerations, as requested by the IAC.

C. Decision Making and Authority
The Authority of the CEH Executive Committee shall be to:
1. Set meeting agendas for the IAC and Governing Board meetings.
2. Recommend and oversee policy making and workgroups within CEH.
3. Provide critical feedback to the CEH Director and staff on operational elements of the Plan.
4. Make critical decisions on time-sensitive matters when requested by the IAC.
5. Initiate nominations for community representatives to IAC, for approval by the IAC.

D. Commitment
1. Personal regular attendance at scheduled committee meetings. This commitment is not delegated to others.
2. Commitment to listen to, value and utilize the experience and contribution of homeless people as equal partners in ending homelessness and guiding oversight of the Plan.
3. Additional efforts as needed outside of meetings to help further the efforts of the CEH.
4. Provide regular information on the CEH and implementation of the Plan to higher level members of organization(s) represented.
5. Commitment to collaborate with CEH Advisory Bodies including the IAC, Governing Board, Funders Group and CAC.
E. **Membership and Selection Process**

Members shall include the CEH Director, a chair of the Governing Board or his/her designee, the co-chairs of the IAC, the chair of the Funders Group, and chairs of CEH subcommittees.

F. **Terms**

Terms shall be for the period of time that the individual fills the representation slot(s) described above.

G. **Conflicts of Interest**

Members shall abide by the Conflict of Interest guidelines provided in the HEARTH Interim Rules 24 CFR 578.95 Conflicts of Interest. Governing Board members will sign a Conflict of Interest statement at the beginning of their membership, and reaffirm this document on an annual basis. IAC members who find themselves faced with a potential conflict between their business, organizational or private interests and their CEH responsibilities shall avoid conflict of interest during the decision-making process by following these guidelines:

1. Disclose potential conflicts of interest in advance to the CEH Director.
2. Publicly disclose conflicts of interest at Executive Committee meetings.
3. Abstain from participation in discussions or voting on any issue where a conflict of interest may be involved.

10. **Subcommittees and Advisory Groups**

The IAC shall convene a Data and Evaluation subcommittee, a Safe Harbors Steering Committee, and a Communications subcommittee. The charters, membership and work plans for these subcommittees will be approved by the IAC and developed in consultation with key stakeholders with expertise in data and evaluation and communications respectively.

Initial responsibilities of the Data and Evaluation Subcommittee will be to:

- Analyze system and programmatic data for trends, cost, performance and compliance and provide reports to CEH Advisory Bodies as directed by the IAC.
- Identify, obtain and use data from a variety of sources and partners (HMIS, Point in Time, community indicators, etc.) necessary to assess and inform progress under the Plan.
- Monitor HEARTH recipients and sub recipients’ performance, evaluate outcomes, and recommend actions to improve performance of or reduce funding for poor performers.
- Bring forth topics to the IAC and Governing Board to ensure overall progress on the plan and respond to key needs / requests for analysis and subsequent recommendations.
- Report on the HEARTH performance measures (including system-wide dashboard, performance by population (families, single adults and youth), program type (emergency shelter, transitional housing, etc.) and program-level performance on the HEARTH measures) and recommend performance targets consistent with Ten-Year Plan and system vision for each program type and subpopulation, in consultation with recipients and sub recipients. *(HEARTH requirement)*
- Conduct an annual gaps analysis of homelessness needs and services. *(HEARTH requirement)*
- Recommend standards for targeting the different parts of the homeless system and how assistance should be provided to different subpopulations, in consultation with recipients of ESG funds.
- Provide updates on data and research related to system level initiatives (families, youth, veterans, and single adult crisis response efforts).
- Review annual reports from Safe Harbors and other data sources including the One Night Count and Housing Inventory Chart (HIC).

The authority of the Data and Evaluation Subcommittee shall be to:

- Assess community progress on ending homelessness and inform systems change.
- Recommend performance targets for measuring system performance and compliance with contract goals.
- Recommend client assistance standards.

Initial responsibilities of the Safe Harbors Steering Committee will be to:

- Set vision for Safe Harbors (Strategic Plan).
- Approve budget, communications plan, work plan.
Monitor and evaluate operations and strategic initiatives for Safe Harbors.

Develop and approve policies for Safe Harbors.

Review and monitor Safe Harbors Performance Dashboard.

Hear reports from staff and Users Group including prioritization of tickets.

Recommend and review customer satisfaction measures.

Direct Safe Harbors legislative agenda as needed.

The authority of the Safe Harbors Steering Committee shall be to:

- Approve policies for Safe Harbors.
- Approve budget, communications, work plan for Safe Harbors.
- Establish and ensure guidelines are met around functionality of Safe Harbors.

Initial responsibilities of the Communications Subcommittee will be to:

- Provide leadership to short-term strategic communications on the Plan.
- Establish and provide leadership to long-term strategic communications on the Plan.
- Develop media and community engagement strategies.
- Provide guidance to the development and issuance of the CEH Annual Report.
- Oversee the development and communication of an annual joint legislative agenda.

The authority of the Communications Subcommittee shall be to:

- Establish and ensure a strong communications and messaging strategy.
- Assist with the development and communication of the CEH Joint Legislative Agenda.

In addition, the IAC shall name additional subcommittees and workgroups may be formed on an as-needed basis in alignment with the CEH Annual Work Plan and Investment Priorities. The designation and composition of subcommittees shall be flexible and dependent on the needs of work plans. The Annual Work Plan shall include a description and objective of the proposed subcommittees.

At least two members of the IAC, or their designees, shall be members of each subcommittee. Others members will be selected from the community at large based on their interest and expertise and who reflect the diversity of the county. Each subcommittee shall have a designated staff person to coordinate scheduling, work and products for the subcommittee. This person shall be responsible for coordinating with CEH staff.

11. Administration

A. Agency/Staff

1. CEH may designate an entity to host project direction functions on behalf of CEH (‘Administrative Agency’). The Governing Board has designated King County DCHS to be the initial Administrative Agency for CEH. Any changes to the Administrative Agency must be approved by the Governing Board.

2. CEH Finances / Budget

Activities of the CEH may be funded from a number of sources, including public and private funds, loaned staff and in-kind contributions. In many cases these resources will be managed by the Administrative Agency or the entities providing the in-kind service to CEH.

There may be opportunities for CEH to apply directly to foundations or government agencies for financial support for its activities. Staff and/or the IAC may make recommendations to the Governing Board for specific funding requests. Such requests will detail how any funds received will be administered. The Governing Board will be responsible for approving such requests, and may delegate to the IAC or the CEH staff the responsibility of completing applications and executing and administering agreements in behalf of CEH.

On an annual basis, CEH staff will provide a CEH financial report to the Governing Board. This report will include:

   a. Services being provided by the Administrative Agency and sources of funding to the Administrative Agency for these services.
b. Other funds secured by CEH such as through public or private grants, the status of these funds, and how such funds are being administered.

3. Annual Report
   The Governing Board will adopt an Annual Report that summarizes:
   a. CEH’s activities of the previous year.
   b. Key elements of the CEH Work Plan for the coming year.
   c. Summary of county wide efforts to address homelessness, including a summary of resources being utilized.
   d. An overview of financial matters related to the operation of CEH.

B. Public Record
   1. Regularly scheduled meetings of the Governing Board, IAC and CAC will be open to the public.
   2. The CCEH staff shall produce a summary of regularly scheduled Governing Board, IAC and CAC meetings, and summaries will be posted to the CEH website within one month after approval by the appropriate chairs of these bodies.
   3. In order to maintain confidentiality of consumers, data that may be provided to members of the governance structure and CoC will not contain individual client information.

C. Amendments to this Agreement
   This agreement will be reviewed annually by the Governing Board, the CAC and the IAC, and updated on an annual basis by the IAC as designated by the CoC. The Charter will be brought to the full CoC for approval every three years. The schedule for the full CoC approval will occur in those years that are evenly divisible by three.
**CEH Executive Committee:** Chairs/Designees of each of the Advisory Bodies and Subcommittees

**Governing Board (20-25 Members)**

Consists of influential leaders who provide high-level oversight. They sustain the vision and leadership of the plan and work to create additional resources. Members include business, faith, and elected officials from throughout King County, including Bellevue, Seattle, Renton and Kirkland.

**Interagency Council (30-40 Members)** consists of executive level directors from leading non-profit, public, faith and community organizations in King County. The IAC provides insight and advisement into policy recommendations and strategies to end homelessness.

**Funders Group (11 members).** Members also serve on the IAC, and represent public and philanthropic entities that provide major funding to housing and homeless services. Funders take into account policy recommendations from the Governing Board, IAC and CAC and develop an annual financing plan to align strategies to further the goals of ending homelessness.

**Consumer Advisory Council (10-14 Members)** comprised of those who are currently or formerly homeless, members provide needed expertise in how the system runs and represent the broad interests and needs of people who are homeless. Representatives include those who can speak to issues of homeless families, adults, veterans, youth, foster kids, other.

**Staffing:** CEHCK is hosted at King County. Staff support is provided by 2.5 FTE: the CEH Project Director, Program Manager; and part-time Administrative Assistant. Funding for these positions is provided by King County, the City of Seattle and United Way of King County. See website: [www.CEH.org](http://www.CEH.org). Partner staff actively involved and supporting efforts.

**CEH Governing Board**
- Co-Chair: Government
  - Elected Official(s), Seattle
  - Elected Official(s), King County
- Co-Chair: Other
  - Elected Official(s), Bellevue
  - Elected Official, East King County (Sound Cities)
  - Elected Official, South King County (Sound Cities)
  - United Way of King County
  - Northwest Foundation(s)
  - Business
  - Consumer Advocate
  - Criminal Justice / Legal
  - K-12 Education
  - Faith Community Leaders
  - Labor
  - Civic Leaders
  - Seattle/King County Coalition on Homelessness (SKCCH)

**CEH Interagency Council**
- Co-Chair: Director, Funder
  - Gov’t: King County DCHS
  - Gov’t: City of Seattle HSD
  - Gov’t: City of Bellevue
  - Gov’t: Suburban City South
  - Gov’t: Suburban City East
  - King County Housing Authority
  - Seattle Housing Authority
  - Funders/Foundations-UWKC
  - Funders/Foundations-Building Changes
  - Housing Developer
  - Housing Developer-ARCH
  - Housing/Services Provider – Single Adults
  - Housing/Services Provider – Families
  - Housing/Services Provider – Youth
  - Workforce Development

**CEH Funders Group**
- Director, KC DCHS
  - Regional Administrator, WA State DSHS
- Human Services Manager, Bellevue
- Director, KC Housing Authority
- Director, Seattle Human Services
- Director, Seattle Office of Housing
- Director, Seattle Housing Authority
- Vice President, United Way
- Director, Building Changes
- Homeless Services Manager, VA Puget Sound
- Director, ARCH

**CEH Consumer Advisory Council**
- Population
  - Single Adults
  - Families
  - Youth & Young Adults
- Gender
  - Male
  - Female
- Regional
  - Seattle
  - South KC
  - North & East KC

CAC members may fulfill cross-representation of categories. Members include Veterans, LGBTQ, Seniors, Ex-Offenders, Immigrants and Refugees, People of Color, Currently or Recently Unsheltered, and others.