



CHARTER FOR PORTLAND/ GRESHAM/ MULTNOMAH COUNTY CONTINUUM OF CARE

The purpose of this Charter (this “Charter”) is to:

- confirm the vision and principles that will guide the Continuum of Care (CoC) towards ending homelessness
- establish the membership and responsibilities of the CoC and its board (the “Board”)
- establish the overall scope of responsibility of the CoC Board, including the general limitations of its budgetary and policy-making authority

This Charter will be incorporated into an Intergovernmental Agreement (“IGA”) by and among the chartering jurisdictions (Portland City Council, Multnomah County Board of Commissioners, Gresham City Council and Home Forward Board of Commissioners). This Charter will be reviewed annually by the Board. Any material proposed changes must be authorized by the chartering jurisdictions by an amendment to the IGA. Capitalized terms used herein without definition have the meaning ascribed to such term in the IGA.

VISION AND PRINCIPLES FOR THE CONTINUUM OF CARE

Over the past decade, national housing and service resources have gradually diminished. Communities across the country are struggling to help families and individuals experiencing homelessness to return to housing, and our resolve to end homelessness has grown even stronger. In 2012, a new committee was convened by the City of Portland, Multnomah County and Home Forward that brought together diverse stakeholders to review data, listen to the community and learn from effective practices, locally and nationally. The result of their work was *A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County*. The Plan was adopted by the chartering jurisdictions in 2013, and includes the following vision and principles that will guide the work of the CoC.

Our vision:

No one should be homeless –everyone needs a safe, stable place to call home.

Our principles are to:

• **Prioritize vulnerable populations**

Homelessness has significant detrimental effects on everyone, yet there are some whose health and safety are placed at even greater risk for harm without a safe and stable place to call home. These groups include, but are not limited to: children, women fleeing from domestic

violence situations and people with disabilities. Strategies to identify and assist the most vulnerable groups will be prioritized.

- **Promote racial and ethnic justice**

To eliminate the disproportionate rates of homelessness among many communities of color, we will adopt strategies to achieve equity in both access and outcomes in all areas of housing and services. These strategies will include culturally specific services, using a racial equity lens across all program investments and dedicated funds to eliminate disparities by race and ethnicity.

- **Improve accessible housing options for people with disabilities**

- **Use data-driven assessment and accountability**

To best utilize our resources, we must understand the outcomes of our investments, evaluate progress and demonstrate accountability. We will continue to improve and expand our communitywide data system so funders and providers can efficiently collect data, share knowledge for better client outcomes and report outcomes against the goals of the plan.

- **Engage and involve the community**

Policy makers and community stakeholders must understand the magnitude of the challenge, the costs if we don't meet the challenge, our strategies for ending homelessness and the importance of obtaining and allocating resources equal to our aspirations. A Home for Everyone will ensure that the specific concerns and interests of our local, regional and national stakeholders are heard.

- **Strengthen system capacity and increase leveraging opportunities**

The longstanding solutions to prevent and end homelessness transcend multiples systems of care, foster care, domestic violence, community justice, health, mental health and addictions and available resources. To permanently end homelessness, we must strengthen efficiencies in our current system and better align other resources towards ending homelessness.

GENERAL MEMBERSHIP AND RESPONSIBILITIES OF THE CONTINUUM OF CARE

The Portland/Gresham/Multnomah County Continuum of Care (CoC) is the collective membership body of representative stakeholders engaged in ending homelessness in Multnomah County. Beyond its Board, as chartered herein, the general membership of the CoC shall be established as follows: Any individual interested in productively shaping the delivery of housing or homeless services in Multnomah County who annually attends at least one recognized meeting of the CoC and provides basic contact information will be recognized as a general member of the CoC. Recognized meetings of the CoC include the meetings of the Board, its Executive Committee and other chartered subcommittees, task forces, ad hoc workgroups, or other network groups. This shall not exclude, however, the Executive Committee from limiting participation in subcommittees, task forces, ad hoc workgroups and other network groups associated with the Board as it deems necessary to conduct the work of the CoC.

On behalf of the chartering jurisdictions and under direction of the Board and its Executive Committee, the responsibilities of the CoC may be completed by the membership at large, or through delegation to various subcommittees and task forces, a lead agency or other network

groups. Unless otherwise specified, the CoC's scope of responsibilities include oversight, organization, and implementation of a comprehensive, integrated approach to service delivery for people experiencing homelessness or at risk of becoming homeless in Multnomah County, consisting of six priority program areas as described in *A Home for Everyone*: housing; income and benefits; health; survival and emergency services; access to services; and system coordination.

While the CoC's work will focus, at a minimum, on those services funded through the U.S. Department of Housing and Urban Development's Continuum of Care and Emergency Solutions Grant ("ESG") programs, its work is intended to be generally inclusive of all housing and services for people experiencing homelessness or at risk of becoming homeless in Multnomah County ("Homeless Services"), regardless of the funding source associated with the services.

Specifically, the CoC will complete the following:

Operate the CoC

- Develop, follow, and annually recommend updates to this Charter.
- Identify an entity or entities that will establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.
- In consultation with recipients of U.S. Department of Housing and Urban Development (HUD) Emergency Solutions Grant (ESG) funds, establish written standards for providing assistance and monitor to determine whether service providers consistently follow those standards.
- Consult with Homeless Services providers to establish performance targets appropriate for population and program type.
- Monitor performance of Homeless Services providers, specifically including HUD-funded CoC Program and ESG recipients and sub recipients.
- Evaluate the outcomes of Homeless Services within the CoC's geographic area (Multnomah County, or the "Area"), including those funded under HUD's ESG and CoC Programs.
- Work with Homeless Services projects that perform poorly to improve outcomes.
- Report the outcomes of Homeless Services projects to HUD annually.

Conduct Planning for the CoC

- Coordinate the implementation of a Homeless Services system within the Area that meets the needs of homeless individuals and families. At a minimum, such a system encompasses the following:
 - outreach, engagement, and assessment
 - shelter, housing, and supportive services
 - prevention strategies
- Plan for and identify an entity or entities that will conduct, at least biennially (i.e., every other year), a point-in-time count of homeless persons within the Area that meets HUD

requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans, specifically, as HUD requires.

- Conduct an annual gaps analysis of the needs of homeless people, as compared to available Homeless Services within the Area.
- Provide information required to complete the Consolidated Plan (a required planning document that sets priorities for local uses of HUD formula funds, including HOME, ESG, HOPWA, and CDBG) within the Area.
- Consult with State and local government ESG recipients within the Area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and sub recipients.

Designate a Homeless Management Information System (“HMIS”)

- Designate a single HMIS for the Area, and an eligible applicant to serve as the CoC’s HMIS lead agency.
- Review, revise and approve a HMIS data privacy plan, data security plan, and data quality plan.
- Ensure that the HMIS is administered in compliance with HUD requirements.
- Ensure consistent participation by CoC Program and ESG recipients and sub recipients in the HMIS.

Prepare an Application for HUD CoC Program Funds

- Design, operate, and follow a collaborative process for the development of a CoC Program application to HUD.
- Establish priorities that align with local and federal policies for recommending projects for HUD Homeless Assistance CoC Program Grant funding.
- Designate an eligible collaborative applicant to collect and combine the required application information from all applicants and review any agreements needed to specify responsibilities related to the application.
- Determine whether to select the collaborative applicant to apply for Unified Funding Agency designation (within the meaning at 24 CFR 578.3) from HUD.
- Approve the final submission of applications for HUD’s consideration in response to the CoC Program Notice of Funding Availability.

Develop and Monitor Implementation of an Action Plan for *A Home for Everyone*

- Annually assess CoC funding from all sources and make recommendations for coordination of investments in safety net services and permanent solutions that will help “break down silos” among various systems (health, community justice, mental health).
- Recommend preservation of public and private investments with a commitment to align dollars to be used as effectively and efficiently as possible.
- Set ambitious goals and hold the CoC accountable to measuring and achieving them.

- Create strategies to leverage additional resources among public, philanthropic, business, faith and secular nonprofit sectors.
- Identify new resources and develop proactive strategies to meet CoC goals.
- Annually report to the chartering jurisdictions regarding the findings, goals, recommendations and accomplishments of the CoC.

MEMBERSHIP OF THE EXECUTIVE COMMITTEE AND CONTINUUM OF CARE BOARD

The Board will be known as the Home for Everyone Coordinating Board, and it will be led by an Executive Committee.

Executive Committee Leadership

The Board will have an Executive Committee comprised of seven voting members as follows (Collectively, the “Executive Committee”):

- The one (1) representative from Gresham will be the Mayor of the City of Gresham or a member of the Gresham City Council appointed by the Mayor.
- The two (2) representatives from Portland will be the Mayor of the City of Portland and the Portland City Commissioner in charge of the Portland Housing Bureau, or another Commissioner designated by the Mayor if the Mayor is in charge of the Portland Housing Bureau.
- The two (2) representatives from Multnomah County will be the County Chair and a County Commissioner appointed by the County Chair.
- The one (1) representative from Home Forward will be appointed by the Home Forward Board of Commissioners and shall be either the Executive Director or a member of the Home Forward Board of Commissioners.
- The one (1) representative of a private funder/convener will be jointly appointed by the Mayor of the City of Portland and the Multnomah County Chair.

The Executive Committee may, at its discretion, elect to expand its membership to include two (2) additional voting members as selected by the Executive Committee members. Two (2) representatives from the broader membership of the Board will participate in Executive Committee meetings as non-voting members.

The Executive Committee will annually elect a Chair. The duties of the Chair are described further below.

Executive Committee meetings will be conducted in accordance with Oregon’s Public Meetings Law and will be directed by the Executive Committee Chair. The Executive Committee Chair may designate other Executive Committee members to direct Executive Committee meetings if required due to Executive Committee Chair absence. Regular meetings will be held at least once per quarter. Additional meetings may be called by any member of the Executive Committee. At a duly called meeting of the Executive Committee, a majority of the Executive Committee or greater than 50% will constitute a quorum. All business of the Executive Committee will be transacted at a duly called meeting of the Executive Committee. Meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

The Executive Committee will strive to make decisions through modified consensus. When consensus is not possible, decisions shall be made by a vote of the majority of Executive Committee members present. When an Executive Committee member is not able to attend a duly called meeting, he or she may, with prior notice to the Executive Committee, designate a proxy. Designations of proxies to conduct Executive Committee business should be rare. If an Executive Committee member assigned by chartered role is unable to routinely conduct Executive Committee business, his or her chartering jurisdiction should seek to amend the charter to assign Executive Committee representation through another role.

A Home for Everyone Coordinating Board Composition

The membership of the Board will be appointed by the Executive Committee and will include members of the Executive Committee. The Executive Committee will initially appoint a minimum of three (3) Board members from a group of up to six (6) individuals (“Community Nominees”) nominated by diverse stakeholder groups within the CoC through a process lead by the Steering Committee of the Coordinating Committee to End Homelessness. The Executive Committee will make future appointments to replace any of those three (3) Board members by selecting from up to six (6) Community Nominees elected by plurality vote of the CoC’s general membership.

The Executive Committee will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders (see below). Executive Committee members will ensure that the Board has membership that is representative of the community and includes at least two (2) homeless peers or formerly homeless individuals. Board membership is specifically intended to bring broad representation from multiple service delivery systems and areas of expertise within the community. In general, the Board must include representation from all of the sectors or stakeholders listed below. The Board may, however, continue to operate for periods of up to six (6) months in duration during which it does not include representation from all sectors or stakeholders listed below, provided that the Executive Committee is engaged in good faith efforts to identify, recruit and appoint new members that achieve the required representation. To limit the size of the Board, individual board members may represent multiple sectors or stakeholders.

- Nonprofit homeless assistance providers
- Domestic violence victim service providers
- Culturally-specific service providers
- Faith-based organizations
- Governments
- Businesses and workforce development organizations
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Behavioral health providers
- Hospitals and primary health care providers
- Coordinated Care Organizations
- Universities
- Affordable housing developers
- Law enforcement and criminal justice
- Organizations that serve veterans

- At least two (2) homeless or formerly homeless individuals
- Oregon Department of Human Services self-sufficiency and foster care programs
- Multnomah County residents of color
- Multnomah County residents with disabilities
- Multnomah County residents who rent
- Other relevant organizations within Multnomah County as determined by the Executive Committee

The members of the Board shall elect two Co-chairs that will act as primary liaisons between the Board and the Executive Committee and that will participate in Executive Committee meetings as non-voting members of the Executive Committee. Board meetings will be conducted in accordance with Oregon's Public Meetings Law and directed by the Board Co-chairs. The Board Co-chairs may designate other Board members to direct Board meetings if required due to Board Co-chairs' absence. Regular meetings will be held at least once per quarter, but generally on a monthly basis. Additional meetings may be called by the Board Co-chairs. At a duly called meeting of the Board, a majority of the Board or greater than 50% shall constitute a quorum. All business of the Board will be transacted at a duly called meeting of the Board. Meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

The Board will make decisions by a vote of the majority of Board members present. An Executive Committee member may delegate his or her participation in the Board to a regular designee. When an Executive Committee member is not able to attend a duly called meeting, he or she may, with prior notice to the Board Co-chairs, be represented by his or her regular designee or by an alternate proxy. Other Board members may not designate proxies. If a Board member is unable to routinely conduct Board business, the Executive Committee should seek to assign Board representation to another appointed individual.

Terms of Service

Members of the Board, other than Executive Committee members, shall serve two-year terms. An individual may not be elected or appointed to serve more than three (3) consecutive two-year terms. Board members appointed by the Executive Committee may have their appointments revoked at any time and at the sole discretion of the Executive Committee. Members of the Executive Committee assigned to their position by role (e.g. the Commissioner in Charge of the Portland Housing Bureau) serve without specific term limit for the duration of time that they hold that role; when they cease to hold that role, the individual elected or appointed to that role will assume the assigned Executive Committee position. Appointed members of the Executive Committee serve without specific term limit and at the discretion of their designated appointer; their appointment may be revoked at any time by the individual(s) currently holding the role of their designated appointer.

Board Responsibilities

The Board, with oversight by the Executive Committee, will be responsible for providing input and recommendations regarding the following actions:

- Annually assess needs for housing and homeless services and recommend prioritization gaps in services to be filled through reallocation of existing resources and/or additional resource development

- Annually review shared homeless system budgeting analysis and recommend prioritized resource allocation scenarios to chartering jurisdictions and other system funders. These analyses should be inclusive of all CoC resources, including those from HUD, from chartering jurisdictions, and from private sectors.
- Directly make policy and funding decisions related to the following CoC resources:
 - HUD Continuum of Care Program funds
 - HUD Emergency Solutions Grant funds
- Develop and adopt *A Home for Everyone* Action Plan and associated annual updates
- Approve all portions of the regional HUD Consolidated Plan and associated Annual Action Plans as specifically related to the use of HUD Continuum of Care and Emergency Solutions Grant funds
- Approve annual HUD Continuum of Care Program application, including associated strategic plan goals and project ranking

Relationship between Executive Committee and A Home for Everyone Coordinating Board

As a subset of the Board, the Executive Committee will participate in the Board, either directly or through regular designees. The two co-chairs from the Board will attend Executive Committee meetings and present findings and recommendations from the Board. Unless otherwise designated by the Executive Committee or this Charter, all recommendations made by the Board must be forwarded to the Executive Committee for review. The Executive Committee, at its sole discretion, may either ratify the recommendation of the Board (in which case the recommendation stands) or reject the recommendation (in which case the recommendation is returned to the Board for further discussion and review). If, after further discussion and review, a second recommendation of the Board still conflicts with that of the Executive Committee:

- The recommendation of the Board will control when recommendations specifically focus on HUD CoC Program or ESG funding, policies related to the implementation of HUD CoC- or ESG-funded programs or the HUD CoC Program annual application.
- The recommendation of the Executive Committee shall control in all other matters.

Beyond the broader scope of duties of the Board, the Executive Committee will additionally:

- Recommend a lead agency structure to the chartering jurisdictions. The Executive Committee Chair will act as the primary liaison between the Executive Committee and the lead agency.
- Appoint other members of the Board and provide direction for the Board, including working with the Board Co-chairs to establish Board meeting agendas.
- Establish any associated committees, task forces, or ad hoc work groups, define their membership and provide direction regarding their work.

Subcommittees and Network Groups

The Executive Committee may charter subcommittees, task forces, ad hoc workgroups and other network groups associated with the Board as it deems necessary to conduct the work of the CoC, and may restrict or directly appoint the membership therein.

Conflict of Interest

No member of the Board or Executive Committee shall participate in or influence discussions or resulting decisions concerning the award of a grant other financial benefits to the member or the organization that the member represents. Board and Executive Committee members shall report such conflicts of interest to the Executive Committee and the Board, and recuse themselves from discussions or resulting decisions on issues where a conflict of interest exists.

TRANSPARENCY OF OPERATIONS

All meetings of the Board, its Executive Committee, and the various subcommittees and workgroups established by the Executive Committee will be public.

The work of the Board shall be published on a publicly available website, and relevant updates and announcements shall be distributed through a single publicly-accessible email distribution list to the full CoC membership. At least twice annually, the Board shall convene a general membership meeting of the full CoC. At a minimum, the meeting agenda will include nomination to fill any vacancies for the three (3) Board members selected from general membership nominees. That nomination process will occur through written ballot to document the majority vote of all CoC members in attendance.

Other forms of public communication may be used to communicate with the full CoC membership, generally in alignment with the principles and procedures outlined in the Consolidated Plan's Citizen Participation Plan and in accordance with Oregon Public Meetings Law.