

CoC Leadership Council Meeting

Tuesday, July 12, 2022

Iron Gate (501 W. Archer)



Agenda

1. Meeting Introduction

- ☐ Call to Order
- ☐ Roll Call

2. Leadership Council Business*

- ☐ Approval of June Minutes
- ☐ Approval of CES Changes

3. All-Member Business*

- ☐ Approval of The Merchant as CoC Member
- ☐ Approval of Charter Updates

4. Meeting Wrap-Up

- ☐ Public Comments
- ☐ Meeting Adjourn
 - Next Meeting – Tuesday, August 9, 1:30-3:00 PM

5. Corresponding Meeting Materials

- ☐ Redline 2021 Charter
- ☐ Proposed 2022 Charter

LC Attendance

	Name	Representing	Category	Term
<input type="checkbox"/>	Melanie Stewart, Chair	VA	Provider Representative, Elected	08/2021 - 07/2022
<input type="checkbox"/>	Mack Haltom, Vice Chair	Tulsa Day Center	Provider Representative, Elected	10/2021 - 09/2022
<input type="checkbox"/>	Mark Hogan	City of Tulsa	Fixed Position, Appointed	03/2022 - 02/2024
<input type="checkbox"/>	Keri Fothergill	Tulsa County	Fixed Position, Appointed	03/2022 - 02/2024
<input type="checkbox"/>	Ginny Hensley	Tulsa Housing Authority	Fixed Position, Appointed	03/2022 - 02/2024
<input type="checkbox"/>	Claudia Brierre	INCOG	Fixed Position, Appointed	03/2022 - 02/2024
<input type="checkbox"/>	Greg Shinn	Mental Health Association OK	Provider Representative, Elected	03/2022 - 02/2024
<input type="checkbox"/>	Jim DeLong	Participant Advisory Group	Consumer Representative, Elected	Pending Election
<input type="checkbox"/>	Adam Streeter	Youth Advisory Board	Consumer Representative, Elected	04/2022 - 03/2024
<input type="checkbox"/>	Cory Pebworth	QuikTrip Corporation	Business/Commerce Representative, Invited	04/2021 - 03/2023
<input type="checkbox"/>	Nancy Curry	Zarrow Family Foundations	Funder Representative, Invited	04/2021 - 03/2023
<input type="checkbox"/>	Crystal Hernandez	ODMHSAS	At-Large Representative, Invited	05/2022 - 04/2024
<input type="checkbox"/>	Donnie House	Tulsa Area United Way	At-Large Representative, Invited	04/2021 - 03/2023
<input type="checkbox"/>	Jeff Jaynes	Restore Hope Ministries	At-Large Representative, Invited	04/2021 - 03/2023
<input type="checkbox"/>	Richard Alexander	Tulsa Police Department	At-Large Representative, Invited	04/2022 - 03/2024

Agency Attendance

Organization	Vote 1	Vote 2
<input type="checkbox"/> 12 & 12 <input type="checkbox"/> BeHeard Movement <input type="checkbox"/> City Lights Foundation <input type="checkbox"/> City of Tulsa – Grants Administration <input type="checkbox"/> Community Service Council <input type="checkbox"/> Counseling & Recovery Services of OK <input type="checkbox"/> Department of Veterans Affairs (Homeless Program) <input type="checkbox"/> Domestic Violence Intervention Services <input type="checkbox"/> Family & Children's Services <input type="checkbox"/> Family Promise of Tulsa County <input type="checkbox"/> Housing Solutions <input type="checkbox"/> Indian Nations Council on Government (INCOG) <input type="checkbox"/> Iron Gate <input type="checkbox"/> Isaiah 58: In His Service <input type="checkbox"/> Legal Aid Services of OK <input type="checkbox"/> Lindsey House <input type="checkbox"/> Mental Health Association Oklahoma <input type="checkbox"/> Morton Comprehensive Health Services <input type="checkbox"/> National Resource Center for Youth Svcs <input type="checkbox"/> Oklahoma Dept. of Human Services <input type="checkbox"/> Oklahoma Dept. of Mental Health & Substance Abuse Services <input type="checkbox"/> Restore Hope Ministries <input type="checkbox"/> Salvation Army Tulsa <input type="checkbox"/> Surayya Ann Foundation <input type="checkbox"/> Tulsa Area United Way <input type="checkbox"/> Tulsa CARES <input type="checkbox"/> Tulsa County Social Services <input type="checkbox"/> Tulsa Day Center <input type="checkbox"/> Tulsa Housing Authority <input type="checkbox"/> Tulsa Police Department <input type="checkbox"/> Volunteers of America <input type="checkbox"/> Youth Services of Tulsa <input type="checkbox"/> Youth Villages <input type="checkbox"/> TheSpring		

A WAY HOME FOR TULSA

Request for CoC Leadership Council Committee Agenda Item

1. Brief Description of Proposed Item:

The Coordinated Entry Task Force recommends approving the CES procedures listed below.

1. Lowering the VI range for Rapid Re-Housing to 8 and below instead of 10 and below, effective upon approval
 - a. Currently, Tulsa has an exception to the standard RRH range, allowing clients with higher vulnerability to be matched with RRH placements. Lowering the range from 10 and below to 8 and below will result in the housing of clients that do not need ongoing supportive services in accordance with RRH, faster leasing timeframes, full utilization of RRH funding, and decreasing the return to homelessness rate. This change in procedure will be monitored closely and re-evaluated as the community moves away from the VI-SPDAT assessment.
2. Moving the CES referral process from Unite Us to within HMIS, effective July 1st
 - a. Through Unite Us, clients must execute an additional release of authorization form prior to receiving a housing referral. This can delay the referral and pose an unnecessary barrier prior to housing intake. Our Homeless Management Information System (HMIS) offers an in-house Coordinated Entry System referral process that can prompt, track, and report on all CES referrals.
 - b. Note: Unite Us will still be used for non-CES referrals, such as to food or clothing resources.

2. Date:

6/21/2022

3. Proposed Committee Resolution:

Approval of the CES procedural changes.

A WAY HOME FOR TULSA

Request for CoC Leadership Council Committee Agenda Item

1. Brief Description of Proposed Item:

Housing Solutions recommends approving the 2022 CoC Charter. The 2021 CoC Charter was reviewed and edited by a Housing Solutions staff to further clarify the composition, roles, responsibilities and structure for our local Continuum of Care (CoC), which we call A Way Home for Tulsa.

The goal of this review was to make the charter transparent, and the roles and responsibilities of the CoC clear for all people within A Way Home for Tulsa (e.g., partners, government officials, people within the community, people w/lived experience, etc.).

In addition to grammatical edits, the following edits were made:

- 2.2 Changed membership acceptance to be by a vote of Leadership Council instead of existing members to match current structure. (pg. 2)
- 2.3 Added “provider” to the representatives to which members are elected by member agencies to add clarification. (pg. 3)
- 2.3 Added that PAG and YAB representatives are elected by their respective groups. (pg. 3)
- 2.5.d Changed “mission and vision” to Strategic Plan to provide details on expectations. (pg. 4)
- 3.1.b Added “member” to clarify expectations for member agencies. (pg. 6)
- 3.2 Added “members” to clarify who can call meetings of the LC. (pg. 7)
- 4.3.b Removed language that does not comply with Opens Meetings Act. (pg. 7)
- 4.3.h Removed language that does not comply with Opens Meetings Act. (pg. 8)
- Article VII Moved redundant language from first paragraph to 7.1. (pg. 10)
- 7.1.c Added Leadership Council to the list of groups the Lead Agency would consult for Federal Responsibilities. (pg. 11)
- Appendix A Removed Workforce Tulsa from partner list because they have not attended meetings. (pg. 15)

2. Date of Leadership Council Meeting:

6/14/2022

3. Proposed Committee Resolution:

Approval of the recommended 2022 CoC Charter.

A Way Home for Tulsa

Leadership Council Meeting Minutes

June 14, 2022 | 1:30 pm | Boston Avenue Church

Agenda Item

1. Welcome & Call to Order
 - a. Melanie Stewart called the meeting to order.
2. Roll Call – Erin Velez
 - a. See attendance after meeting minutes
3. Approve May Minutes*
 - a. Melanie called for a motion to approve – Mark Hogan moved. Nancy Curry 2nd. Motion carried.
4. Approval of Youth Services Letter of Support
 - a. Melanie called for a motion to approve – Mack Haltom moved. Mark Hogan 2nd. Motion carried.
5. Approval of AWH4T Charter
 - a. Most corrections were grammatical and language changes
 - b. Requires a full membership vote
6. Lead Agency Update
 - a. Data Reports – Olivia Denton Koopman
 - i. April data
 1. Serving 1840 clients (881 households on chronic, 222 vet, 236 youth, 449 on family, 2724 on rapid rehousing)
 2. 7.5 months is the current average duration of homelessness
 3. 145 clients housed in April
 - b. July All-Member Meeting and Agency Tour – Erin Velez
 - i. July 12 – all-member meeting and agency tours
 - ii. 12 to 3
 - iii. Registration will be open to anyone in the community
 - iv. Reach out to Erin with any ideas or feedback
7. Housing Narrative Lab – Marisol Bello, Director
 - a. New organization – communications and narrative. Help the community understand why people are experiencing homelessness and who is experiencing homelessness
 - b. Narrative research – how communities are discussing homelessness
 - c. Education and training – local law makers and advocacy groups, CoCs
 - d. First phase during the summer – listening tour, aspirations and goals, service providers, funders, advocates, lived experience
 - e. Assem research team

- f. Second phase- quantitative research and focus teams, allows for deep dives into feelings and emotions and views around the issue. Personal interactions
 - g. Broad survey of people in Tulsa
 - h. Oakland, LA, Washing DC
- 8. Pop-Up Care Village – Evan Dougoud, BeHeard Movement, President
 - a. Celebration of resources, housing, vaccines, food bags, food trucks, dental cleanings, from 5 to 8 a concert, on admiral and 73rd at the Mission Church on July 29th 11-4 and concert from 5 to 8. grand opening of the new laundry trailer
 - b. Trained volunteers called “neighbors”, exit survey, gift cards
- 9. Tulsa CARES Overview – Kate Neary, CEO
 - a. Work with clients with HIV/AIDS - leading a training on the 29th at 3
 - b. Erin will be sending the information out again
- 10. Public Comments

Attendance

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Y	Melanie Stewart, Chair	VA	Provider Representative, Elected	08/2021 - 07/2022
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Y	Mark Hogan	City of Tulsa	Fixed Position, Appointed	03/2022 - 02/2024

Y	Keri Fothergill	Tulsa County	Fixed Position, Appointed	03/2022 - 02/2024
Y	Ginny Hensley	Tulsa Housing Authority	Fixed Position, Appointed	03/2022 - 02/2024
N	Claudia Brierre	INCOG	Fixed Position, Appointed	03/2022 - 02/2024
Y	Greg Shinn	Mental Health Association OK	Provider Representative, Elected	03/2022 - 02/2024
N	Jim DeLong	Participant Advisory Group	Consumer Representative, Elected	Pending Election
Y	Adam Streeter	Youth Advisory Board	Consumer Representative, Elected	04/2022 - 03/2024
Y	Cory Pebworth	QuikTrip Corporation	Business/Commerce Representative, Invited	04/2021 - 03/2023
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N	Crystal Hernandez	ODMHSAS	At-Large Representative, Invited	05/2022 - 04/2024
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Y	Jeff Jaynes	Restore Hope Ministries	At-Large Representative, Invited	04/2021 - 03/2023
Y	Richard Alexander	Tulsa Police Department	At-Large Representative, Invited	04/2022 - 03/2024



Tulsa City & County Continuum of Care

Governance Charter

Revised: 064/0615/2022

Adopted: xx/xx/xxxx

Preamble

It is the mission of the Tulsa City & County Continuum of Care, known as A Way Home for Tulsa (AWH4T), to prevent and end homelessness in the Tulsa County geographical area through partnerships among nonprofit organizations, private businesses, governmental entities, philanthropic individuals and organizations, the investment community and citizens.

For purposes of clarity within this Charter, the term "AWH4T" may be used when referring to activities of the Continuum of Care (CoC). The terms "Leadership Council" may be used when referring to activities of the CoC's board.

ARTICLE I. PURPOSE AND ORGANIZATION

Section 1.1 Purpose.

The AWH4T Leadership Council, as the Board for the CoC per HUD regulation 24 CFR 578.5(b), shall have authority to act on behalf of the CoC. The primary responsibilities of AWH4T and the Leadership Council under the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act include the following:

- a) Operating the CoC;
- b) Designating an agency or entity to administer a Homeless Management Information System (HMIS) and to serve as HMIS Lead;
- c) Designating an agency to serve as CoC Lead Agency (which includes fulfilling Collaborative Applicant role as set forth in HUD regulations); and
- d) CoC planning.

Section 1.2 Goals.

AWH4T's goals shall include the following:

- a) Promote community-wide commitment to the goal of preventing and ending homelessness.
- b) Provide access to funding for local nonprofit providers and governmental entities that implement strategies to rapidly re-house individuals and families experiencing homelessness while minimizing the trauma and dislocation for those individuals, their families, and the local communities.

- c) Promote access to and effective use of mainstream programs by individuals and families experiencing homelessness.
- d) Optimize self-sufficiency among individuals and families experiencing homelessness.
- e) Orchestrate a vision for preventing and ending homelessness in Tulsa County.

ARTICLE II. MEMBERSHIP & STRUCTURE

Section 2.1 AWH4T Membership.

AWH4T maintains an open membership policy, supports diversification of its membership and shall be comprised of representatives of relevant organizations within the CoC geographic area, as listed below. A list of current members is contained in Appendix A.

Section 2.2 AWH4T Member Representation and Selection.

AWH4T shall endeavor to ensure that its general membership includes the following representation:

- a) Individuals who are currently experiencing, or have formerly experienced, homelessness;
- b) Nonprofit and for-profit homeless assistance providers;
- c) Victim service providers;
- d) Faith-based organizations;
- e) Government;
- f) Businesses;
- g) Advocates;
- h) Public housing agencies, including the Housing Authority of the City of Tulsa;
- i) School districts;
- j) Social service providers;
- k) Mental health agencies;
- l) Hospitals;
- m) Universities;
- n) Affordable housing developers;
- o) Law enforcement;
- p) Organizations that serve veterans;
- q) Philanthropic organizations;
- r) Supportive service providers – includes all organizations serving persons experiencing homelessness including: mental health, health care, veterans, HIV/AIDS, substance abuse, employment, legal and education services; and
- s) Representatives of the CoC Lead Agency as ex officio members.

Nominations from the public to add voting members to AWH4T shall be solicited at least annually. Organizations applying for membership to AWH4T shall be subject to acceptance by a vote by the ~~existing members~~ Leadership Council.

Section 2.3 Leadership Council Members and Selection.

The A Way Home for Tulsa Leadership Council (hereinafter “Leadership Council”) is a public-private, cross-sector decision-making and leadership body that guides the community in responding to homelessness and implementing strategic plans and serves as the CoC Board.

The Leadership Council shall be representative of the full AWH4T CoC membership. Leadership Council shall include 12-15 voting members and several non-voting members [outlined below](#). The Leadership Council is intended to have the majority of the voting members be key decision-makers with the authority to authorize structural change.

- Appointed Members: All appointed members should be executive leadership or elected officials.
- Elected Members: All elected members should be executive leadership. AWH4T member agencies will nominate and elect ~~these provider~~ representatives. [The Participant Advisory Board and Youth Advisory Board representatives will be elected by those committees.](#)
- Invited Members: Before any member is invited to the Leadership Council or invited to Champion a Task Group, a poll of all AWH4T member agencies will be completed to collect suggestions or nominations of potential candidates.

Designated Leadership Council seats and selection process are as follows:

Voting Member	Selection Process
APPOINTED MEMBERS	
City of Tulsa, Mayor’s Office Representative (ESG/CDBG/HOME/HOPWA/ City Housing Director)	Appointed by the Mayor of the City of Tulsa
Tulsa County Commissioner	Appointed by Tulsa County Commissioners
INCOG representative (CDBG/HOME)	Appointed by INCOG Board of Directors
Tulsa Housing Authority representative	Appointed by the THA Board of Commissioners
ELECTED MEMBERS	
Three executive-level AWH4T- Member Agency representatives who are providers (one of which must be currently receiving CoC grant funding)	Elected by AWH4T member agencies who are providers
Participant Advisory Group representative	Elected by Participant Advisory Group
Youth Advisory Board representative	Elected by Youth Advisory Board
INVITED MEMBERS	
Business/Commerce representative	Invited by Leadership Council
Funding Representative	Invited by Leadership Council
Four At-Large Representatives (which may include advocates, representatives from health care system, faith-based institutions, education system, law enforcement system, criminal justice system, Champions from task groups, landlords, or other community stakeholders)	Invited by Leadership Council as needed to support strategic priorities and initiatives

Non-voting members of the Leadership Council may include one or more representatives of the CoC Lead Agency, the HMIS Lead, and the designated lead (“Champion”) from each Task Group.

Section 2.4 AWH4T Roles and Responsibilities.

The roles and responsibilities of AWH4T include:

- a) Ensure that the tasks required of each CoC by HUD regulation are completed, either by AWH4T, the Leadership Council, the CoC Lead Agency, the HMIS Lead, or a task group or committee.
- b) Create, adopt and follow a written process to select a board for the Continuum (see Section 2.3 of this document). AWH4T must review, update and approve the selection process for the board at least once every five (5) years.
- c) Update and approve annually this Governance Charter and all related policies and procedures required by HUD’s Interim Rule and HUD’s HMIS mandates.
- d) Develop and implement a plan to coordinate homeless housing and services within Tulsa County to meet the needs of the homeless population.
- e) Other like tasks.

Section 2.5 Leadership Council Roles and Responsibilities.

The roles and responsibilities ~~for of~~ the Leadership Council include the following:

Vision

- a) Own the issue of homelessness within the city and be widely recognized as the owner of the issue, while creating shared accountability.
- b) Guide the vision for implementing the Strategic Plan in Tulsa.
- c) Support the vision and principles of the Tulsa Homeless System of Care.
- d) Focus on high-level decisions, empowering the CoC Lead Agency to ~~head up~~guide the day-to-day response to homelessness and implementation of the AWH4T ~~mission and vision~~Strategic Plan and Service Standards.
- e) Establish Tulsa’s homelessness funding priorities and make funding-related decisions informed by annual system analysis.
- f) Communicate with the public on issues related to homelessness.

Accountability

- g) Provide the leadership required to align homelessness-related funding and policies throughout the city.
- h) Maintain a priority for Housing First strategy within the system of care, while meeting the variety of needs of our homeless populations.
- i) Share and support implementation of best practices and monitor their adherence.
- j) Approve and monitor standard system-level and project-level performance targets (relative to respective populations and program types) by which outcomes can be measured, monitored and evaluated (including for CoC-funded projects) for continuous quality improvement.

- k) Authorize any Task Groups or Committees as needed and select a chair for each group to champion the project (referred to as “Champion”) and a current Council member to act as Task Group’s Sponsor.
- l) Host at least two annual meetings for the full A Way Home for Tulsa (CoC) membership, with published agendas.
- m) Ensure that organizations serving Tulsa’s homeless population receive the technical assistance and training they need to be able to ultimately implement Housing First strategies and other evidence-based best practices.
- n) Annually, select and present a representative from among the AWH4T member agencies to serve as the Mayor’s appointee to the City of Tulsa’s HUD Community Development Committee in accordance with Tulsa’s City Ordinance Number 22813, § 1, 1-31-2013 or any amendments thereto.

Federal Responsibilities

- o) Serve as Tulsa’s HUD-required Tulsa City/County Continuum of Care Board and fulfill all related requirements
- p) Designate a CoC Lead Agency to provide staffing support and day-to-day leadership of Continuum of Care activities and to act as a Collaborative Applicant for the purpose of managing HUD’s annual CoC grant competition process for AWH4T. Obtain HUD approval for designated Collaborative Applicant.
- q) Designate an HMIS and an HMIS Lead to manage it and ensure that the HMIS is administered in compliance with HUD requirements and has consistent participation from housing and service providers. Obtain HUD approval for designated HMIS Lead.
- r) Meet as required to review and act on annual funding requests and scoring of applications in response to the timing requirements of the annual HUD Notice of Funding [Availability Opportunity](#) (NOFOA).

Section 2.6 AWH4T Member Duties.

AWH4T members support the efforts of the Continuum to achieve its goals of preventing and ending homelessness in the Tulsa area. These entities or individuals shall offer support, guidance, accountability, and expertise in an advisory capacity to the Leadership Council. AWH4T members are encouraged to serve on a committee or task group.

AWH4T member duties are as follows:

- a) Meet at least two (2) times annually;
- b) Present items of interest to a committee, task group, or the CoC Lead Agency for discussion; such entity shall review and determine whether to present the item to the Leadership Council; and
- c) Assist in identifying and recruiting new members.

Section 2.7 Leadership Council Member Duties.

In addition to the duties held by all AWH4T members:

- Each Leadership Council member will serve a two-year term with no term limits for members who are appointed ~~members~~ and a limit of two consecutive terms for members who are invited or elected. In the first year, 7 or 8 members of the Leadership Board will serve a two year-term and 6 or 7 will serve a one-year term to create staggered terms.
- Each member, voting and non-voting, will review and sign a document identifying their roles and expected responsibilities before being seated on the CoC board.
- Notwithstanding the requirements incumbent on each member pursuant to Article X, [Conflict of Interest](#), each Elected and Invited member is selected with the expectation that the member will represent the broad interests of a constituent group or sector associated with their seat, not their individual agency or employer, and they therefore will not be conflicted in making broad policy decisions that come before the body. If the elected or appointed member's employment status changes, the nominating body and the Leadership Council will review and confirm the position within 30 days.
- Ensure that Leadership Council and AWH4T members abide by the Code of Conduct and Conflict of Interest policies.

ARTICLE III. MEETINGS

Section 3.1 AWH4T Meetings.

AWH4T shall conduct meetings at least semi-annually, or as needed at the discretion of the presiding Leadership Council chair. Additionally, a majority of the membership may call a meeting of AWH4T with seven (7) days' notice by communicating with the CoC Lead Agency.

AWH4T meeting responsibilities include:

- Prepare agendas for each AWH4T meeting to be published on the CoC Lead Agency's website. Each meeting shall have on its agenda the opportunity for members of the public to provide input and comment.
- Approve the minutes of all ~~member~~ AWH4T meetings.
- Consider recommendations from Leadership Council, committees, task groups, or the CoC Lead Agency as necessary to conduct the business of AWH4T planning, CoC operations and HMIS governance.
- The Leadership Council chair shall preside over all meetings when present, with the vice-chair or other Leadership Council member presiding if the chair is unavailable.
- Record proceedings of all meetings and provide ~~as~~ minutes to the membership.
- Members are responsible to ensure a correct email address is on file with the CoC Lead Agency.
- Conduct regular AWH4T meetings which may include:
 - Committee, subcommittee, task group and ad hoc committee reports
 - Ending long-term homelessness reports
 - HMIS Lead agency reports
 - CoC program reports

5. Tulsa City/County reports
6. Legislative updates
7. Various presentations related to serving the homeless population

Section 3.2 Leadership Council Meetings.

The Leadership Council shall conduct meetings at least every other month in the first year of operation and at least quarterly thereafter, or as needed at the discretion of the presiding Leadership Council chair. Additionally, a majority of the Leadership Council ~~membership-members~~ may call a meeting of the Leadership Council with seven (7) days' notice by communicating with the CoC Lead Agency. Leadership Council meetings will adhere to the Open Meetings Act.

Leadership Council meeting responsibilities include:

- a) Prepare agendas for each Leadership Council meeting to be published on the CoC Lead Agency's website. Each meeting shall have on its agenda the opportunity for members of the public to provide input and comment.
- b) Approve the minutes of all Leadership Council meetings.
- c) Consider recommendations from AWH4T membership, committees, task groups, or the CoC Lead Agency as necessary to conduct the business of AWH4T planning, CoC operations, and HMIS governance.
- d) The Leadership Council chair shall preside over all meetings when present, with the vice-chair or other Leadership Council member presiding if the chair is unavailable.
- e) Record proceedings of all meetings and provide as minutes to the membership.
- f) Robert's Rules of Order will be used as a guide to open and close each meeting and to bring a motion to the floor.

ARTICLE IV. VOTING

Section 4.1 Voting Privileges of Leadership Council

The Leadership Council members, as the board for the Continuum, shall have voting privileges and shall direct the CoC Lead Agency to conduct the operation of the CoC.

Section 4.2 Seeking Input

Information should be sought from members through a variety of means (i.e., focus groups, presentations, meetings, surveys, etc.).

Section 4.3 Voting Rules

- a) A simple majority of members shall constitute a quorum for all meetings of AWH4T and Leadership Council.
- b) Votes are limited to one (1) vote per member. Decisions shall be made by a vote of the majority of voting members present. ~~(whether, in person or via web or audioconference).~~

- c) Voting via email shall be allowed for the business of the Leadership Council and its committees or task groups. In such instances, a majority of the membership of that body must participate in the voting process to constitute a quorum. Votes received via email shall be recorded in the minutes.
- d) Recusal by members shall not adversely affect the ability of AWH4T or the Leadership Council to declare a quorum.
- e) Discussion and voting during an agenda action item shall be held in accordance with Robert's Rules of Order.
- f) In order to maintain a Leadership Council seat and voting rights, Leadership Council members shall have attended at least 50% of the meetings in the past twelve months. The CoC Lead Agency shall be responsible for monitoring compliance with the attendance policy and presenting a slate of recommended actions to the Leadership Council for consideration and/or approval.
- g) A majority of those voting shall determine whether a resolution is adopted or defeated.
- h) ~~In-person~~ ~~votes~~ shall be by voice or roll call at the option of the presiding chair. Any member present may request the chair perform a roll call vote. Recusals and abstentions shall be recorded for all votes.

ARTICLE V. LEADERSHIP COUNCIL OFFICERS

Section 5.1 Officers.

The Leadership Council shall have officer positions of chair and vice-chair, only one of which may be an elected official (as relevant).

Section 5.2 Selection.

Each year at the first meeting of the calendar year, after soliciting nominations from AWH4T members, the Leadership Council will elect a vice-chair who after a one-year term will become the chair for a second one-year term.

Section 5.3 Leadership Council Chair Duties

- a) The chair will be responsible for leading the meetings of the Leadership Council.
- b) The Chair or his/her designee will serve as the official spokesperson for the Leadership Council and will represent the points of view of Leadership Council members to the media and other public outlets.
- c) ~~In the event that~~if the chair is absent or unavailable, the vice-chair shall serve in that capacity until the chair returns.
- d) ~~In the event that~~if the position of chair becomes vacant, the vice-chair shall serve in that capacity until a replacement is selected through the process defined in section 5.2.

ARTICLE VI. COMMITTEES AND TASK GROUP

Section 6.1 Committee and Task Group Leadership

After the CoC Lead Agency solicits nominations, the Leadership Council shall name the Task Group chairperson (called “Champion”) and the Leadership Council member who will speak for the group at meetings (called “Sponsor”) for each committee, subcommittee, or task group and charge the Champion and the CoC Lead Agency with:

- a) identifying individuals to serve on such Task Group, and
- b) developing and implementing a plan to achieve the Task Group’s goals identified by the Leadership Council.

The Champion will serve as a liaison between the Leadership Council and the Task Groups by reporting Task Group finding and needs to the Leadership Council as a nonvoting member while also keeping the Task Group updated on Leadership Council activity.

The Sponsor serves as the formal representative of the Task Group among the voting members of the Council.

Section 6.2 Task Groups

- a) Each Task Group the Leadership Council designates will be task-focused and, in most cases time-limited, to accomplish the goals set by the Leadership Council.
- b) Each Task Group’s membership will be limited to key partners (usually not more than 7-10 people) that are identified by the Champion and the CoC Lead Agency.
- c) The Champion will also determine when the Task Group will meet, lead the meetings of the Task Group, and ensure that the Task Group has goals, objectives, and a work plan that align with the strategic vision and timeline established by the leadership body.
- d) Decisions shall be made by the Task Group members who are present at a meeting. The meeting format will be determined by the Champion (i.e. phone, in person, web-conference).
- e) Task Groups will meet as often as necessary to achieve and complete their goals and objectives.

Section 6.3 Committees

AWH4T has the following committees:

6.3.1 Participant Advisory Group (PAG)

The Participant Advisory Group (PAG) is composed of persons who are currently experiencing homelessness or have formerly experienced homelessness. All Participant Advisory Group members shall have personal experience of Tulsa’s homeless service delivery system and may represent veterans, families, unaccompanied youth, individuals with severe mental illness, chronic health conditions (including HIV/AIDS), and substance abuse disorders, and individuals who are victims of domestic violence, dating violence, sexual assault, stalking and/or human trafficking.

The role of the Participant Advisory Group is to provide advice and feedback to AWH4T on a range of topics related to homelessness.

The Participant Advisory Group shall elect a chair and vice-chair and shall set its own agenda. The frequency of its meetings shall be established in accordance with that group's own Governance Charter. The PAG is entitled to appoint one (1) member to the Leadership Council who will represent the PAG in all discussions and votes.

6.3.2 Youth Action Board (YAB)

The Youth Action Board (YAB) is comprised of youth and young adults ~~age~~ 24 and under whose diverse expertise on youth programs and youth homelessness helps drive AWH4T's efforts to improve policies and service delivery for youth.

The role of the YAB is to provide an opportunity for youth and young adults to inform decision-making, from those that have experienced homelessness whenever possible.

The Youth Action Board shall elect a chair and vice-chair and shall set its own agenda. The frequency of its meetings shall be established in accordance with that group's own Governance Charter. The YAB is entitled to appoint one (1) member to the Leadership Council who will represent the YAB in all discussions and votes.

6.3.3 Other Committees and Task Groups

AWH4T and/or the Leadership Council may create additional committees or task groups as needed.

ARTICLE VII. CoC Lead Agency

Leadership Council shall select a CoC Lead Agency to serve as the CoC lead, administrative agent, and Collaborative Applicant for AWH4T. The CoC Lead Agency is responsible for leading the day-to-day implementation of the strategic plan and Tulsa's response to homelessness ~~s. This includes providing technical support, data, and accountability to the Leadership Council and Task Groups. The selected agency will also serve as fiscal agent for any AWH4T funds received unrelated to its role as Collaborative Applicant. As the CoC Lead Agency, the selected agency will submit all required reports to the AWH4T funding organizations and Leadership Council as requested.~~

Section 7.1 CoC Lead Agency Roles and Responsibilities.

The roles and responsibilities of the CoC Lead Agency for AWH4T include:

General Responsibilities

- a) Lead the day-to-day implementation of the strategic plan and Tulsa's response to homelessness.
 - o ~~This includes providing technical support, data, and accountability to the Leadership Council and Task Groups~~
 - o ~~The selected agency will also sServe as fiscal agent for any AWH4T funds received unrelated to its role as Collaborative Applicant. As the CoC Lead Agency, the selected agency will~~
 - o ~~Submit all required reports to the AWH4T funding organizations and Leadership Council as requested-~~

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a) —

- b) Ensure and support accountability for agencies, task groups, members of system of care and others implementing the strategic plan.

Federal Responsibilities

- c) Serve as the CoC Collaborative Applicant, per HUD guidelines.
- d) In consultation with AWH4T [Leadership Council](#), members, and the HMIS Lead, develop and ensure the CoC follows this Governance Charter and all related policies and procedures required by HUD's Interim Rule and HUD's HMIS mandates, respectively, including but not limited to:
 - o Code of conduct and recusal processes for the Leadership Council and its members;
 - o An HMIS privacy plan, security plan, and data quality plan;
 - o An emergency transfer plan compliant with 24 CFR 578.99(j)(8).
- e) In consultation with the [local](#) Emergency Solutions Grant (ESG) Grantee, establish and consistently follow written standards for:
 - o Evaluation of outcomes of ESG-funded projects
 - o A Coordinated Entry system (including all policies required by HUD standards);
 - o Providing assistance with the ESG and CoC programs; and
 - o Operation of the Continuum of Care.
- f) Prepare all HUD-required CoC documentation and submit all required documentation to HUD on a timely basis.
- g) Plan and conduct, at least biennially, a point in time count of homeless persons within Tulsa County in compliance with HUD regulations.
- h) Conduct an annual gaps analysis of the homeless needs and services available within Tulsa County.
- i) Design and ~~operation of~~ [operation of](#) a collaborative process for the development of applications, establishment of funding priorities, and submission of applications for the annual CoC NOFA [AO](#) to be approved by the Leadership Council.
- j) Manage Tulsa's Coordinated Entry System, which provides a consistent, streamlined process for people experiencing homelessness to access resources across the system of care.
- k) Coordinate with local jurisdictions for the HUD Consolidated Plan, including but not limited to representation at all public hearings related to the annual Consolidated Planning process.
- l) Invite and solicit new AWH4T members within the local geographic area at a minimum annually using public invitations according to established AWH4T policies.

Staff Support to Leadership

- m) Staff the Leadership Council and Task Groups, as well as the Participant Advisory Group and Youth Advisory Board.
- n) Develop and implement a process for accepting suggestions or nominations for Task Group Champions, Committee Chairs, and Leadership Council members.
- o) Establish a rating and ranking review committee with AWH4T member agencies to assist the Leadership Council in making funding decisions and make funding recommendations to the Leadership Council for the CoC application process.

- p) In collaboration with Leadership Council, maintain the representation of the City of Tulsa's HUD Community Development Committee for the awarding of federal pass-through dollars.

Communications

- q) Ensure that the Leadership Council operates in a transparent manner that keeps constituents informed of its practices.
- r) Build support among county constituents for the AWH4T's vision to implement the Strategic Planning process.
- s) Engage and elevate the public conversation and outreach to partners.

Data Analysis and Reporting

- t) Prepare data analytics, pull reports, and create dashboards, including timely distribution to all stakeholders.
- u) Ensure that all data is reported accurately and with integrity so that the Leadership Council and AWH4T members have confidence in the credibility of all reported data presented.
- v) Protect all Personally Identifiable Information (PII) in accordance with HUD guidelines.
- w) Provide and ensure ongoing training and implementation support for shared data systems.

Technical Assistance

- x) Provide ongoing training and technical assistance to housing and homeless providers and other community stakeholders.
- y) Complete quality assurance and monitoring processes.

Funding Development

- z) Identify and pursue funding opportunities to fill resource gaps in system of care and support community in applying for, accessing, and receiving available funding.

ARTICLE VIII. HMIS Lead

Leadership Council shall select an entity to serve as the HMIS Lead for AWH4T.

HMIS Lead duties include, but are not limited to:

- a) Administration of HMIS;
- b) Point-in-Time count support; and
- c) Coordination with the CoC Lead Agency for training, data quality and reporting.

HMIS Lead responsibilities can be found in their entirety in the HMIS Standard Operating Policies and Procedures.

ARTICLE IX. Code of Conduct

The members of the AWH4T, as a consortium of entities and individuals working to end homelessness in the Tulsa area, dedicate themselves to conduct all deliberations and actions in a manner that ensures

constructive teamwork, efficiency, honesty, and transparency. Members pledge themselves to a standard of conduct in the commission of the CoC's affairs so that the dignity of fellow members and their respective citizens and constituents is maintained while cultural diversity is honored and respected. The board of the CoC Lead Agency will abide by the Code of Conduct policy.

Section 9.1 Violations and Disciplinary Actions

Violations of the above-listed elements of the AWH4T Code of Conduct may be reported to the chair of the Leadership Council and Lead Agency or its designee by any member. Notice of any disciplinary action(s) for unacceptable behavior shall be provided to the executive management for the respective member organization that the violating individual represents. Such disciplinary actions may result in any or all of the following:

- a) Loss of voting privileges;
- b) Censure by the AWH4T membership; and/or
- c) Expulsion from AWH4T of the individual and/or the member organization that the individual represents.

ARTICLE X. Conflict of Interest Policy

Section 10.1 Conflict of Interest

The Conflict of Interest Policy for the Leadership Council, in its role as the CoC Board, is intended to meet the conditions set forth in the Department of Housing and Urban Development's 24 CFR Part 578. Although not established as a legal entity, the Leadership Council shall conduct all decision-making in accordance with 2 CFR Part 200. The board of the CoC Lead Agency will abide by the Conflict of Interest policy.

Section 10.2 Conflict of Interest – Contracts, Awards and Other Benefits to Recipient

- a) No Leadership Council member may participate in or influence discussions or resulting decisions concerning the award of a CoC or ESG grant or other financial benefits to that member or the organization that the member represents.
- b) An organizational conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under Part 578, or when an individual's objectivity in performing work with respect to any activity assisted under Part 578 is or might be otherwise impaired.
- e) Organizational conflicts arise when a Leadership Council member who is specifically associated with an applicant organization participates in a decision concerning the award of a grant, or provision of other financial benefits, to the organization that such member represents. It would also arise when an employee, recent employee, Leadership Council member or family member affiliated with a recipient or sub-recipient organization participates in contract monitoring or rate setting tasks that directly impacts said organization. Examples of ongoing conflicts of interest include the determination of rent reasonableness under § 578.49(b)(2) and § 578.51(g);

housing quality inspections of property under § 578.75(b) that the recipient, sub-recipient, or related entity owns; participation in ongoing business ventures/partnerships, or participation in evaluation or determination of awards.

Section 10.3 Conflict of Interest – Financial Interest of Member

- a) Leadership Council members are prohibited from the solicitation and/or acceptance of gifts when in a position to participate in a decision-making process or gain inside information regarding the activities of the CoC (or by the organization(s) that they represent) that would provide a benefit in excess of fifty dollars (\$50) from persons, organizations, or corporations with a vested interest in the outcomes of decisions made by the Leadership Council on behalf of the CoC or its member organizations. This paragraph shall not be construed as prohibiting the receipt of attendance stipends by members of the Participant Advisory Group or Youth Action Board.
- b) Leadership Council members shall not participate in the selection, award or administration of a contract supported by CoC funds if a real or apparent conflict of interest exists. Such a conflict would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the organization under consideration for an award.
- c) Except for unsolicited gifts of fifty dollars (\$50) or less, Leadership Council members shall neither solicit nor accept gratuities, favors or anything of monetary value from CoC-funded recipients, sub-recipients, contractors, or vendors which may influence or be reasonably perceived as influencing a member in the performance of their duties.

Section 10.54 Recusal Policy

Leadership Council, AWH4T members, and members of the public participating in AWH4T committees or task groups must recuse themselves from the decision-making process when a personal or organizational conflict exists.

Section 10.56 Violations and Disciplinary Actions

Violations of the above-listed elements of the AWH4T Conflict of Interest Policy may be reported to the chair of the Leadership Council and Lead Agency or its designee by any member. Notice of any disciplinary action(s) for unacceptable behavior shall be provided to the executive management for the respective member organization that the violating individual represents. Such disciplinary actions may result in any or all of the following:

- a) Loss of voting privileges;
- b) Censure by the AWH4T membership; and/or
- c) Expulsion from AWH4T of the individual and/or the member organization that individual represents.

Appendix A – AWH4T Members

- [12 & 12](#)
- [BeHeard Movement](#)
- City Lights Foundation
- City of Tulsa
- Community Service Council
- Counseling and Recovery Services of OK
- ~~DaySpring Villa~~ [The Spring](#)
- Department of Veterans Affairs
- Domestic Violence Intervention Services
- Family & Children's Services
- Family Promise of Tulsa County
- INCOG
- [Iron Gate](#)
- [Isaiah 58, In His Service](#)
- [Legal Aid Services of OK](#)
- [Lindsey House](#)
- Mental Health Association of ~~OK~~ [Oklahoma](#)
- Morton Comprehensive Health Services
- National Resource Center for Youth Services
- Oklahoma Department of Human Services
- Oklahoma Dept. of Mental Health & Substance Abuse Services
- Participant Advisory Group
- Restore Hope Ministries
- Salvation Army Tulsa
- Surayya Anne Foundation
- Tulsa Area United Way
- Tulsa CARES
- Tulsa County Social Services
- Tulsa Day Center
- Tulsa Housing Authority
- Tulsa Police Department
- Volunteers of America
- ~~Workforce Tulsa~~
- Youth Action Board
- Youth Services of Tulsa
- Youth Villages
- Zarrow Family Foundations



Tulsa City & County Continuum of Care

Governance Charter

Revised: 06/06/2022

Adopted: xx/xx/xxxx

Preamble

It is the mission of the Tulsa City & County Continuum of Care, known as A Way Home for Tulsa (AWH4T), to prevent and end homelessness in the Tulsa County geographical area through partnerships among nonprofit organizations, private businesses, governmental entities, philanthropic individuals and organizations, the investment community and citizens.

For purposes of clarity within this Charter, the term "AWH4T" may be used when referring to activities of the Continuum of Care (CoC). The term "Leadership Council" may be used when referring to activities of the CoC's board.

ARTICLE I. PURPOSE AND ORGANIZATION

Section 1.1 Purpose.

The AWH4T Leadership Council, as the Board for the CoC per HUD regulation 24 CFR 578.5(b), shall have authority to act on behalf of the CoC. The primary responsibilities of AWH4T and the Leadership Council under the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act include the following:

- a) Operating the CoC;
- b) Designating an agency or entity to administer a Homeless Management Information System (HMIS) and to serve as HMIS Lead;
- c) Designating an agency to serve as CoC Lead Agency (which includes fulfilling Collaborative Applicant role as set forth in HUD regulations); and
- d) CoC planning.

Section 1.2 Goals.

AWH4T's goals shall include the following:

- a) Promote community-wide commitment to the goal of preventing and ending homelessness.
- b) Provide access to funding for local nonprofit providers and governmental entities that implement strategies to rapidly re-house individuals and families experiencing homelessness while minimizing the trauma and dislocation for those individuals, their families, and the local community.

- c) Promote access to and effective use of mainstream programs by individuals and families experiencing homelessness.
- d) Optimize self-sufficiency among individuals and families experiencing homelessness.
- e) Orchestrate a vision for preventing and ending homelessness in Tulsa County.

ARTICLE II. MEMBERSHIP & STRUCTURE

Section 2.1 AWH4T Membership.

AWH4T maintains an open membership policy, supports diversification of its membership and shall be comprised of representatives of relevant organizations within the CoC geographic area, as listed below. A list of current members is contained in Appendix A.

Section 2.2 AWH4T Member Representation and Selection.

AWH4T shall endeavor to ensure that its general membership includes the following representation:

- a) Individuals who are currently experiencing, or have formerly experienced homelessness;
- b) Nonprofit and for-profit homeless assistance providers;
- c) Victim service providers;
- d) Faith-based organizations;
- e) Government;
- f) Businesses;
- g) Advocates;
- h) Public housing agencies, including the Housing Authority of the City of Tulsa;
- i) School districts;
- j) Social service providers;
- k) Mental health agencies;
- l) Hospitals;
- m) Universities;
- n) Affordable housing developers;
- o) Law enforcement;
- p) Organizations that serve veterans;
- q) Philanthropic organizations;
- r) Supportive service providers – includes all organizations serving persons experiencing homelessness including: mental health, health care, veterans, HIV/AIDS, substance abuse, employment, legal and education services; and
- s) Representatives of the CoC Lead Agency as ex officio members.

Nominations from the public to add voting members to AWH4T shall be solicited at least annually. Organizations applying for membership to AWH4T shall be subject to acceptance by a vote by the Leadership Council.

Section 2.3 Leadership Council Members and Selection.

The A Way Home for Tulsa Leadership Council (hereinafter “Leadership Council”) is a public-private, cross-sector decision-making and leadership body that guides the community in responding to homelessness and implementing strategic plans and serves as the CoC Board.

The Leadership Council shall be representative of the full AWH4T CoC membership. Leadership Council shall include 12-15 voting members and several non-voting members outlined below. The Leadership Council is intended to have the majority of the voting members be key decision-makers with the authority to authorize structural change.

- **Appointed Members:** All appointed members should be executive leadership or elected officials.
- **Elected Members:** All elected members should be executive leadership. AWH4T member agencies will nominate and elect provider representatives. The Participant Advisory Board and Youth Advisory Board representatives will be elected by those committees.
- **Invited Members:** Before any member is invited to the Leadership Council or invited to Champion a Task Group, a poll of all AWH4T member agencies will be completed to collect suggestions or nominations of potential candidates.

Designated Leadership Council seats and selection process are as follows:

Voting Member	Selection Process
APPOINTED MEMBERS	
City of Tulsa, Mayor’s Office Representative (ESG/CDBG/HOME/HOPWA/ City Housing Director)	Appointed by the Mayor of the City of Tulsa
Tulsa County Commissioner	Appointed by Tulsa County Commissioners
INCOG representative (CDBG/HOME)	Appointed by INCOG Board of Directors
Tulsa Housing Authority representative	Appointed by the THA Board of Commissioners
ELECTED MEMBERS	
Three executive-level AWH4T Member Agency representatives who are providers (one of which must be currently receiving CoC grant funding)	Elected by AWH4T member agencies who are providers
Participant Advisory Group representative	Elected by Participant Advisory Group
Youth Advisory Board representative	Elected by Youth Advisory Board
INVITED MEMBERS	
Business/Commerce representative	Invited by Leadership Council
Funding Representative	Invited by Leadership Council
Four At-Large Representatives (which may include advocates, representatives from health care system, faith-based institutions, education system, law enforcement system, criminal justice system, Champions from task groups, landlords, or other community stakeholders)	Invited by Leadership Council as needed to support strategic priorities and initiatives

Non-voting members of the Leadership Council may include one or more representatives of the CoC Lead Agency, the HMIS Lead, and the designated lead (“Champion”) from each Task Group.

Section 2.4 AWH4T Roles and Responsibilities.

The roles and responsibilities of AWH4T include:

- a) Ensure that the tasks required of each CoC by HUD regulation are completed, either by AWH4T, the Leadership Council, the CoC Lead Agency, the HMIS Lead, or a task group or committee.
- b) Create, adopt and follow a written process to select a board for the Continuum (see Section 2.3 of this document). AWH4T must review, update and approve the selection process for the board at least once every five (5) years.
- c) Update and approve annually this Governance Charter and all related policies and procedures required by HUD’s Interim Rule and HUD’s HMIS mandates.
- d) Develop and implement a plan to coordinate homeless housing and services within Tulsa County to meet the needs of the homeless population.
- e) Other like tasks.

Section 2.5 Leadership Council Roles and Responsibilities.

The roles and responsibilities of the Leadership Council include the following:

Vision

- a) Own the issue of homelessness within the city and be widely recognized as the owner of the issue, while creating shared accountability.
- b) Guide the vision for implementing the Strategic Plan in Tulsa.
- c) Support the vision and principles of the Tulsa Homeless System of Care.
- d) Focus on high-level decisions, empowering the CoC Lead Agency to guide the day-to-day response to homelessness and implementation of the AWH4T Strategic Plan and Service Standards .
- e) Establish Tulsa’s homelessness funding priorities and make funding-related decisions informed by annual system analysis.
- f) Communicate with the public on issues related to homelessness.

Accountability

- g) Provide the leadership required to align homelessness-related funding and policies throughout the city.
- h) Maintain a priority for Housing First strategy within the system of care, while meeting the variety of needs of our homeless populations.
- i) Share and support implementation of best practices and monitor their adherence.
- j) Approve and monitor standard system-level and project-level performance targets (relative to respective populations and program types) by which outcomes can be measured, monitored and evaluated (including for CoC-funded projects) for continuous quality improvement.

- k) Authorize any Task Groups or Committees as needed and select a chair for each group to champion the project (referred to as “Champion”) and a current Council member to act as Task Group’s Sponsor.
- l) Host at least two annual meetings for the full A Way Home for Tulsa (CoC) membership, with published agendas.
- m) Ensure that organizations serving Tulsa’s homeless population receive the technical assistance and training they need to be able to ultimately implement Housing First strategies and other evidence-based best practices.
- n) Annually, select and present a representative from among the AWH4T member agencies to serve as the Mayor's appointee to the City of Tulsa's HUD Community Development Committee in accordance with Tulsa's City Ordinance Number 22813, § 1, 1-31-2013 or any amendments thereto.

Federal Responsibilities

- o) Serve as Tulsa’s HUD-required Tulsa City/County Continuum of Care Board and fulfill all related requirements
- p) Designate a CoC Lead Agency to provide staffing support and day-to-day leadership of Continuum of Care activities and to act as a Collaborative Applicant for the purpose of managing HUD’s annual CoC grant competition process for AWH4T. Obtain HUD approval for designated Collaborative Applicant.
- q) Designate an HMIS and an HMIS Lead to manage it and ensure that the HMIS is administered in compliance with HUD requirements and has consistent participation from housing and service providers. Obtain HUD approval for designated HMIS Lead.
- r) Meet as required to review and act on annual funding requests and scoring of applications in response to the timing requirements of the annual HUD Notice of Funding Opportunity (NOFO).

Section 2.6 AWH4T Member Duties.

AWH4T members support the efforts of the Continuum to achieve its goals of preventing and ending homelessness in the Tulsa area. These entities or individuals shall offer support, guidance, accountability, and expertise in an advisory capacity to the Leadership Council. AWH4T members are encouraged to serve on a committee or task group.

AWH4T member duties are as follows:

- a) Meet at least two (2) times annually;
- b) Present items of interest to a committee, task group, or the CoC Lead Agency for discussion; such entity shall review and determine whether to present the item to the Leadership Council; and
- c) Assist in identifying and recruiting new members.

Section 2.7 Leadership Council Member Duties.

In addition to the duties held by all AWH4T members:

- Each Leadership Council member will serve a two-year term with no term limits for members who are appointed and a limit of two consecutive terms for members who are invited or elected. In the first year, 7 or 8 members of the Leadership Board will serve a two year-term and 6 or 7 will serve a one-year term to create staggered terms.
- Each member, voting and non-voting, will review and sign a document identifying their roles and expected responsibilities before being seated on the CoC board.
- Notwithstanding the requirements incumbent on each member pursuant to Article X, Conflict of Interest, each Elected and Invited member is selected with the expectation that the member will represent the broad interests of a constituent group or sector associated with their seat, not their individual agency or employer, and they therefore will not be conflicted in making broad policy decisions that come before the body. If the elected or appointed member's employment status changes, the nominating body and the Leadership Council will review and confirm the position within 30 days.
- Ensure that Leadership Council and AWH4T members abide by the Code of Conduct and Conflict of Interest policies.

ARTICLE III. MEETINGS

Section 3.1 AWH4T Meetings.

AWH4T shall conduct meetings at least semi-annually, or as needed at the discretion of the presiding Leadership Council chair. Additionally, a majority of the membership may call a meeting of AWH4T with seven (7) days' notice by communicating with the CoC Lead Agency.

AWH4T meeting responsibilities include:

- a) Prepare agendas for each AWH4T meeting to be published on the CoC Lead Agency's website. Each meeting shall have on its agenda the opportunity for members of the public to provide input and comment.
- b) Approve the minutes of all-member AWH4T meetings.
- c) Consider recommendations from Leadership Council, committees, task groups, or the CoC Lead Agency as necessary to conduct the business of AWH4T planning, CoC operations and HMIS governance.
- d) The Leadership Council chair shall preside over all meetings when present, with the vice-chair or other Leadership Council member presiding if the chair is unavailable.
- e) Record proceedings of all meetings and provide minutes to the membership.
- f) Members are responsible to ensure a correct email address is on file with the CoC Lead Agency.
- g) Conduct regular AWH4T meetings which may include:
 1. Committee, subcommittee, task group and ad hoc committee reports
 2. Ending long-term homelessness reports
 3. HMIS Lead agency reports
 4. CoC program reports

5. Tulsa City/County reports
6. Legislative updates
7. Various presentations related to serving the homeless population

Section 3.2 Leadership Council Meetings.

The Leadership Council shall conduct meetings at least every other month in the first year of operation and at least quarterly thereafter, or as needed at the discretion of the presiding Leadership Council chair. Additionally, a majority of the Leadership Council members may call a meeting of the Leadership Council with seven (7) days' notice by communicating with the CoC Lead Agency. Leadership Council meetings will adhere to the Open Meetings Act.

Leadership Council meeting responsibilities include:

- a) Prepare agendas for each Leadership Council meeting to be published on the CoC Lead Agency's website. Each meeting shall have on its agenda the opportunity for members of the public to provide input and comment.
- b) Approve the minutes of all Leadership Council meetings.
- c) Consider recommendations from AWH4T membership, committees, task groups, or the CoC Lead Agency as necessary to conduct the business of AWH4T planning, CoC operations, and HMIS governance.
- d) The Leadership Council chair shall preside over all meetings when present, with the vice-chair or other Leadership Council member presiding if the chair is unavailable.
- e) Record proceedings of all meetings and provide as minutes to the membership.
- f) Robert's Rules of Order will be used as a guide to open and close each meeting and to bring a motion to the floor.

ARTICLE IV. VOTING

Section 4.1 Voting Privileges of Leadership Council

The Leadership Council members, as the board for the Continuum, shall have voting privileges and shall direct the CoC Lead Agency to conduct the operation of the CoC.

Section 4.2 Seeking Input

Information should be sought from members through a variety of means (i.e., focus groups, presentations, meetings, surveys, etc.).

Section 4.3 Voting Rules

- a) A simple majority of members shall constitute a quorum for all meetings of AWH4T and Leadership Council.
- b) Votes are limited to one (1) vote per member. Decisions shall be made by a vote of the majority of voting members present.

- c) Voting via email shall be allowed for the business of the Leadership Council and its committees or task groups. In such instances, a majority of the membership of that body must participate in the voting process to constitute a quorum. Votes received via email shall be recorded in the minutes.
- d) Recusal by members shall not adversely affect the ability of AWH4T or the Leadership Council to declare a quorum.
- e) Discussion and voting during an agenda action item shall be held in accordance with Robert's Rules of Order.
- f) In order to maintain a Leadership Council seat and voting rights, Leadership Council members shall have attended at least 50% of the meetings in the past twelve months. The CoC Lead Agency shall be responsible for monitoring compliance with the attendance policy and presenting a slate of recommended actions to the Leadership Council for consideration and/or approval.
- g) A majority of those voting shall determine whether a resolution is adopted or defeated.
- h) In-person votes shall be by voice or roll call at the option of the presiding chair. Any member present may request the chair perform a roll call vote. Recusals and abstentions shall be recorded for all votes.

ARTICLE V. LEADERSHIP COUNCIL OFFICERS

Section 5.1 Officers.

The Leadership Council shall have officer positions of chair and vice-chair, only one of which may be an elected official (as relevant).

Section 5.2 Selection.

Each year at the first meeting of the calendar year, after soliciting nominations from AWH4T members, the Leadership Council will elect a vice-chair who after a one-year term will become the chair for a second one-year term. We've been doing this in March/April. Continue or switch to January?

Section 5.3 Leadership Council Chair Duties

- a) The chair will be responsible for leading the meetings of the Leadership Council.
- b) The Chair or his/her designee will serve as the official spokesperson for the Leadership Council and will represent the points of view of Leadership Council members to the media and other public outlets.
- c) If the chair is absent or unavailable, the vice-chair shall serve in that capacity until the chair returns.
- d) If the position of chair becomes vacant, the vice-chair shall serve in that capacity until a replacement is selected through the process defined in section 5.2.

ARTICLE VI. COMMITTEES AND TASK GROUP

Section 6.1 Committee and Task Group Leadership

After the CoC Lead Agency solicits nominations, the Leadership Council shall name the Task Group chairperson (called “Champion”) and the Leadership Council member who will speak for the group at meetings (called “Sponsor”) for each committee, subcommittee, or task group and charge the Champion and the CoC Lead Agency with:

- a) identifying individuals to serve on such Task Group, and
- b) developing and implementing a plan to achieve the Task Group’s goals identified by the Leadership Council.

The Champion will serve as a liaison between the Leadership Council and the Task Groups by reporting Task Group finding and needs to the Leadership Council as a nonvoting member while also keeping the Task Group updated on Leadership Council activity.

The Sponsor serves as the formal representative of the Task Group among the voting members of the Council.

Section 6.2 Task Groups

- a) Each Task Group the Leadership Council designates will be task-focused and, in most cases time-limited, to accomplish the goals set by the Leadership Council.
- b) Each Task Group’s membership will be limited to key partners (usually not more than 7-10 people) that are identified by the Champion and the CoC Lead Agency.
- c) The Champion will also determine when the Task Group will meet, lead the meetings of the Task Group, and ensure that the Task Group has goals, objectives, and a work plan that align with the strategic vision and timeline established by the leadership body.
- d) Decisions shall be made by the Task Group members who are present at a meeting. The meeting format will be determined by the Champion (i.e. phone, in person, web-conference).
- e) Task Groups will meet as often as necessary to achieve and complete their goals and objectives.

Section 6.3 Committees

AWH4T has the following committees:

6.3.1 Participant Advisory Group (PAG)

The Participant Advisory Group (PAG) is composed of persons who are currently experiencing homelessness or have formerly experienced homelessness. All Participant Advisory Group members shall have personal experience of Tulsa’s homeless service delivery system and may represent veterans, families, unaccompanied youth, individuals with severe mental illness, chronic health conditions (including HIV/AIDS), and substance abuse disorders, and individuals who are victims of domestic violence, dating violence, sexual assault, stalking and/or human trafficking.

The role of the Participant Advisory Group is to provide advice and feedback to AWH4T on a range of topics related to homelessness.

The Participant Advisory Group shall elect a chair and vice-chair and shall set its own agenda. The frequency of its meetings shall be established in accordance with that group's own Governance Charter. The PAG is entitled to appoint one (1) member to the Leadership Council who will represent the PAG in all discussions and votes.

6.3.2 Youth Action Board (YAB)

The Youth Action Board (YAB) is comprised of youth and young adults age 24 and under whose diverse expertise on youth programs and youth homelessness helps drive AWH4T's efforts to improve policies and service delivery for youth.

The role of the YAB is to provide an opportunity for youth and young adults to inform decision-making, from those that have experienced homelessness whenever possible.

The Youth Action Board shall elect a chair and vice-chair and shall set its own agenda. The frequency of its meetings shall be established in accordance with that group's own Governance Charter. The YAB is entitled to appoint one (1) member to the Leadership Council who will represent the YAB in all discussions and votes.

6.3.3 Other Committees and Task Groups

AWH4T and/or the Leadership Council may create additional committees or task groups as needed.

ARTICLE VII. CoC Lead Agency

Leadership Council shall select a CoC Lead Agency to serve as the CoC lead, administrative agent, and Collaborative Applicant for AWH4T. The CoC Lead Agency is responsible for leading the day-to-day implementation of the strategic plan and Tulsa's response to homelessness.

Section 7.1 CoC Lead Agency Roles and Responsibilities.

The roles and responsibilities of the CoC Lead Agency for AWH4T include:

General Responsibilities

- a) Lead the day-to-day implementation of the strategic plan and Tulsa's response to homelessness.
 - o provide technical support, data, and accountability to the Leadership Council and Task Groups
 - o Serve as fiscal agent for any AWH4T funds received unrelated to its role as Collaborative Applicant
 - o Submit all required reports to the AWH4T funding organizations and Leadership Council as requested
- b) Ensure and support accountability for agencies, task groups, members of system of care and others implementing the strategic plan.

Federal Responsibilities

- c) Serve as the CoC Collaborative Applicant, per HUD guidelines.

- d) In consultation with AWH4T Leadership Council, members, and the HMIS Lead, develop and ensure the CoC follows this Governance Charter and all related policies and procedures required by HUD's Interim Rule and HUD's HMIS mandates, respectively, including but not limited to:
 - o Code of conduct and recusal processes for the Leadership Council and its members;
 - o An HMIS privacy plan, security plan, and data quality plan;
 - o An emergency transfer plan compliant with 24 CFR 578.99(j)(8).
- e) In consultation with the local Emergency Solutions Grant (ESG) Grantee, establish and consistently follow written standards for:
 - o Evaluation of outcomes of ESG-funded projects
 - o A Coordinated Entry system (including all policies required by HUD standards);
 - o Providing assistance with the ESG and CoC programs; and
 - o Operation of the Continuum of Care.
- f) Prepare all HUD-required CoC documentation and submit all required documentation to HUD on a timely basis.
- g) Plan and conduct, at least biennially, a point in time count of homeless persons within Tulsa County in compliance with HUD regulations.
- h) Conduct an annual gaps analysis of the homeless needs and services available within Tulsa County.
- i) Design and operate a collaborative process for the development of applications, establishment of funding priorities, and submission of applications for the annual CoC NOFO to be approved by the Leadership Council.
- j) Manage Tulsa's Coordinated Entry System, which provides a consistent, streamlined process for people experiencing homelessness to access resources across the system of care.
- k) Coordinate with local jurisdictions for the HUD Consolidated Plan, including but not limited to representation at all public hearings related to the annual Consolidated Planning process.
- l) Invite and solicit new AWH4T members within the local geographic area at a minimum annually using public invitations according to established AWH4T policies.

Staff Support to Leadership

- m) Staff the Leadership Council and Task Groups, as well as the Participant Advisory Group and Youth Advisory Board.
- n) Develop and implement a process for accepting suggestions or nominations for Task Group Champions, Committee Chairs, and Leadership Council members.
- o) Establish a rating and ranking review committee with AWH4T member agencies to assist the Leadership Council in making funding decisions and make funding recommendations to the Leadership Council for the CoC application process.
- p) In collaboration with Leadership Council, maintain the representation of the City of Tulsa's HUD Community Development Committee for the awarding of federal pass-through dollars.

Communications

- q) Ensure that the Leadership Council operates in a transparent manner that keeps constituents informed of its practices.

- r) Build support among county constituents for the AWH4T's vision to implement the Strategic Planning process.
- s) Engage and elevate the public conversation and outreach to partners.

Data Analysis and Reporting

- t) Prepare data analytics, pull reports, and create dashboards, including timely distribution to all stakeholders.
- u) Ensure that all data is reported accurately and with integrity so that the Leadership Council and AWH4T members have confidence in the credibility of all reported data presented.
- v) Protect all Personally Identifiable Information (PII) in accordance with HUD guidelines.
- w) Provide and ensure ongoing training and implementation support for shared data systems.

Technical Assistance

- x) Provide ongoing training and technical assistance to housing and homeless providers and other community stakeholders.
- y) Complete quality assurance and monitoring processes.

Funding Development

- z) Identify and pursue funding opportunities to fill resource gaps in system of care and support community in applying for, accessing, and receiving available funding.

ARTICLE VIII. HMIS Lead

Leadership Council shall select an entity to serve as the HMIS Lead for AWH4T.

HMIS Lead duties include, but are not limited to:

- a) Administration of HMIS;
- b) Point-in-Time count support; and
- c) Coordination with the CoC Lead Agency for training, data quality and reporting.

HMIS Lead responsibilities can be found in their entirety in the HMIS Standard Operating Policies and Procedures.

ARTICLE IX. Code of Conduct

The members of the AWH4T, as a consortium of entities and individuals working to end homelessness in the Tulsa area, dedicate themselves to conduct all deliberations and actions in a manner that ensures constructive teamwork, efficiency, honesty, and transparency. Members pledge themselves to a standard of conduct in the commission of the CoC's affairs so that the dignity of fellow members and their respective citizens and constituents is maintained while cultural diversity is honored and respected. The board of the CoC Lead Agency will abide by the Code of Conduct policy.

Section 9.1 Violations and Disciplinary Actions

Violations of the above-listed elements of the AWH4T Code of Conduct may be reported to the chair of the Leadership Council and Lead Agency or its designee by any member. Notice of any disciplinary action(s) for unacceptable behavior shall be provided to the executive management for the respective member organization that the violating individual represents. Such disciplinary actions may result in any or all of the following:

- a) Loss of voting privileges;
- b) Censure by the AWH4T membership; and/or
- c) Expulsion from AWH4T of the individual and/or the member organization that the individual represents.

ARTICLE X. Conflict of Interest Policy

Section 10.1 Conflict of Interest

The Conflict of Interest Policy for the Leadership Council, in its role as the CoC Board, is intended to meet the conditions set forth in the Department of Housing and Urban Development's 24 CFR Part 578. Although not established as a legal entity, the Leadership Council shall conduct all decision-making in accordance with 2 CFR Part 200. The board of the CoC Lead Agency will abide by the Conflict of Interest policy.

Section 10.2 Conflict of Interest – Contracts, Awards and Other Benefits to Recipient

- a) No Leadership Council member may participate in or influence discussions or resulting decisions concerning the award of a CoC or ESG grant or other financial benefits to that member or the organization that the member represents.
- b) An organizational conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under Part 578, or when an individual's objectivity in performing work with respect to any activity assisted under Part 578 is or might be otherwise impaired.

Organizational conflicts arise when a Leadership Council member who is specifically associated with an applicant organization participates in a decision concerning the award of a grant, or provision of other financial benefits, to the organization that such member represents. It would also arise when an employee, recent employee, Leadership Council member or family member affiliated with a recipient or sub-recipient organization participates in contract monitoring or rate setting tasks that directly impacts said organization. Examples of ongoing conflicts of interest include the determination of rent reasonableness under § 578.49(b)(2) and § 578.51(g); housing quality inspections of property under § 578.75(b) that the recipient, sub-recipient, or related entity owns; participation in ongoing business ventures/partnerships, or participation in evaluation or determination of awards.

Section 10.3 Conflict of Interest – Financial Interest of Member

- a) Leadership Council members are prohibited from the solicitation and/or acceptance of gifts when in a position to participate in a decision-making process or gain inside information regarding the activities of the CoC (or by the organization(s) that they represent) that would provide a benefit in excess of fifty dollars (\$50) from persons, organizations, or corporations with a vested interest in the outcomes of decisions made by the Leadership Council on behalf of the CoC or its member organizations. This paragraph shall not be construed as prohibiting the receipt of attendance stipends by members of the Participant Advisory Group or Youth Action Board.
- b) Leadership Council members shall not participate in the selection, award or administration of a contract supported by CoC funds if a real or apparent conflict of interest exists. Such a conflict would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the organization under consideration for an award.
- c) Except for unsolicited gifts of fifty dollars (\$50) or less, Leadership Council members shall neither solicit nor accept gratuities, favors or anything of monetary value from CoC-funded recipients, sub-recipients, contractors, or vendors which may influence or be reasonably perceived as influencing a member in the performance of their duties.

Section 10.4 Recusal Policy

Leadership Council, AWH4T members, and members of the public participating in AWH4T committees or task groups must recuse themselves from the decision-making process when a personal or organizational conflict exists.

Section 10.5 Violations and Disciplinary Actions

Violations of the above-listed elements of the AWH4T Conflict of Interest Policy may be reported to the chair of the Leadership Council and Lead Agency or its designee by any member. Notice of any disciplinary action(s) for unacceptable behavior shall be provided to the executive management for the respective member organization that the violating individual represents. Such disciplinary actions may result in any or all of the following:

- a) Loss of voting privileges;
- b) Censure by the AWH4T membership; and/or
- c) Expulsion from AWH4T of the individual and/or the member organization that individual represents.

Appendix A – AWH4T Members

- 12 & 12
- BeHeard Movement
- City Lights Foundation
- City of Tulsa
- Community Service Council
- Counseling and Recovery Services of OK
- The Spring
- Department of Veterans Affairs
- Domestic Violence Intervention Services
- Family & Children's Services
- Family Promise of Tulsa County
- INCOG
- Iron Gate
- Isaiah 58, In His Service
- Legal Aid Services of OK
- Lindsey House
- Mental Health Association Oklahoma
- Morton Comprehensive Health Services
- National Resource Center for Youth Services
- Oklahoma Department of Human Services
- Oklahoma Dept. of Mental Health & Substance Abuse Services
- Participant Advisory Group
- Restore Hope Ministries
- Salvation Army Tulsa
- Surayya Anne Foundation
- Tulsa Area United Way
- Tulsa CARES
- Tulsa County Social Services
- Tulsa Day Center
- Tulsa Housing Authority
- Tulsa Police Department
- Volunteers of America
- Youth Action Board
- Youth Services of Tulsa
- Youth Villages
- Zarrow Family Foundations