



Leadership Council Meeting

July 8th, 2025 | 1:30-3:30pm

Boston Avenue United Methodist Church
1301 S Boston Ave, Tulsa, OK 74119

Meeting Agenda

1. Leadership Council Meeting Introduction
 - a. Welcome & Call to Order, Beth Edwards Svetlic
 - b. Roll Call, Amy Olsen
2. Discussion & Approval
 - a. May Minutes, Beth Edwards Svetlic*
 - b. Governance/Membership Updates, Beth Edwards Svetlic & Amy Olsen*
 - c. Partner Agency Application**
 - i. Modus, Heather Smith
3. Lead Agency Updates
 - a. Lived Experience Coordinator Introduction, Amy Olsen
 - b. Shelter Needs Survey Review, Amy Olsen
 - c. Data & Analytics Report, Olivia Denton Koopman
 - d. CoC Program Funding Update, Len Dittmeier
 - i. CoC Builds Update
 - ii. CoC Program Competition Debrief
4. City of Tulsa Update, Emily Hall
5. Meeting Topics
 - a. Agency Spotlight: U.S. Dept. of Veterans Affairs, Melanie Stewart & Dr. Kimberly Denning
6. Meeting Wrap-Up
 - a. Location Update for 2026
 - b. Public Comments
 - c. Next Meeting: August 12th, 2025 at Boston Ave.
7. Adjourn

* Items to be voted on by Leadership Council in-person

** Items to be voted on by Leadership Council electronically



Leadership Council Meeting

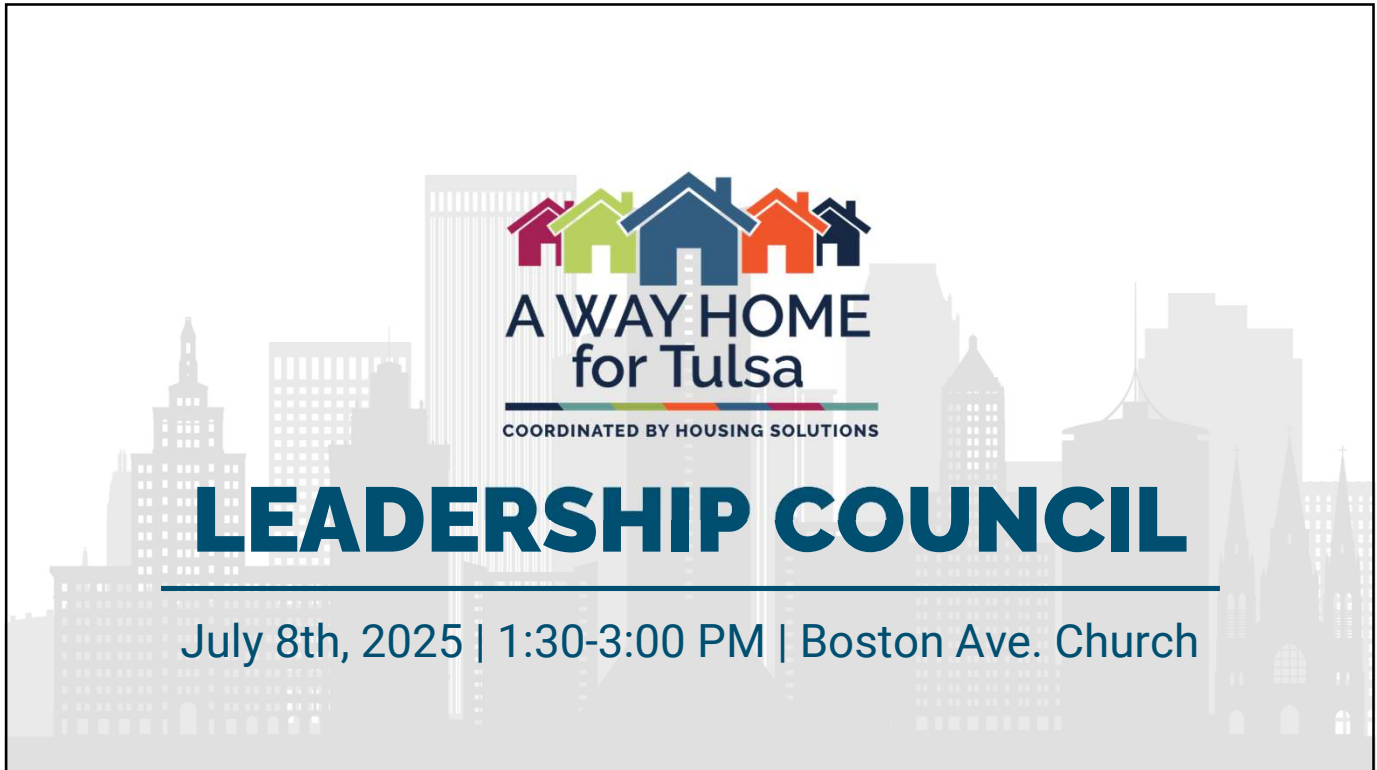
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<input type="checkbox"/>	Jesse Guardiola	Tulsa Area United Way	At-Large Representative, Invited
<input type="checkbox"/>	<i>vacant</i>		At-Large Representative, Invited
<input type="checkbox"/>	Stephanie Horten	JusticeLink	At-Large Representative, Invited
<input type="checkbox"/>	Richard Alexander	Tulsa Police Department	At-Large Representative, Invited

*Signifies 2nd term



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Agenda

- **Meeting Introduction**
 - Welcome & Call to Order, Beth Edwards-Svetlic
 - Roll Call, Amy Olsen
- **Discussion/Approval of:**
 - May Minutes
 - Governance/Membership Charter Updates
 - Partner Agency Application

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IN-PERSON VOTE

Meeting Minutes



Review **May** meeting minutes



Discuss questions, comments, revisions



Vote to approve



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IN-PERSON VOTE

Governance Task Group

Revised/New Charter Documents

Governance Charter

- Clarifies how LC members are selected
- Modifies schedule for nominating/approving members
- Increases Appointed/Elected terms to 2 years (from 1)
- Clarifies participation expectations
- Establishes Treasurer and Secretary officer positions and outlines duties
- Defines Task Groups, Committees, and Collaboratives

Membership Charter

- Defines entities eligible for membership and goals for representation
- Outlines types of membership: CoC-Funded/eligible, Service Provider, and Coalition Member, including expectations of each
- Mirrors AWH4T Leadership Council Code of Conduct and Conflict of Interest Policies

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Partner Agency Applications

Modus

Mission

Modus removes barriers through innovative transportation solutions, education, and advocacy. Our transportation program provides safe, reliable rides so individuals and families can get to their appointments safely, consistently, on time, and with dignity. Our trusted Modus Drivers don't just provide a lift—they offer a lifeline. With every mile, we're breaking down barriers and opening doors to health, education, opportunity, and hope. Modus is the only nonprofit in the nation that exists solely to provide access to the social services provided by nonprofit organizations, remove obstacles for folks who experience transportation vulnerability, and reduce transportation costs for nonprofit organizations.

Reason for Joining AWH4T

Modus was formed in 2017 as a community response to a community problem: young women and their children couldn't attend healthcare appointments due to rising car ownership expenses in an unwalkable city. Today, Modus provides over 600 rides every month to people of all ages, primarily women ages 15 to 24...We know that by signing up to be a part of the solution will always be the right answer and we would love to be a part of AWH4T.

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Lead Agency Updates



- **Lived Experience Coordinator Introduction**, Amy Olsen
- **Shelter Needs Survey Review**, Amy Olsen
- **Data & Analytics Report**, Olivia Denton Koopman
- **CoC Program Funding Update**, Len Dittmeier



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Lived Experience Coordinator

Welcome to Lacrechia Jackson!

- New member of the CoC Programs team
- Most recently worked as a Housing Navigator, serving individuals at JusticeLink
- Previously served as Chair of the AWH4T Participant Advisory Group (PAG), and Leadership Council representative
- Her ethos: "Healing is a very important key to life!"



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Shelter Needs Survey

Increase Shelter Capacity

90% cited need for additional beds, especially during cold weather events

Comprehensive Solutions

Solutions must include more permanent housing & wrap-around support

Underserved Populations

Shelter solutions must meet the needs of those with the highest barriers

Key Services

Services should be robust & structured to support transitions to housing

Community Partnerships

Efforts must be coordinated and collaborative among CoC partners

Ensuring Success

Need to ensure funding sustainability, accessibility, and public engagement

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Data Dashboards & Reports

Presented by:

Olivia Denton Koopman, odentonkoopman@housingsolutionstulsa.org



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CoC Program Funding Updates

Presented by:

Len Dittmeier, ldittmeier@housingsolutionstulsa.org



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CoC Builds

Special funding opportunity of CoC Program, designed to support the development of permanent supportive housing (PSH) units.

- Previously issued last summer, this competition replaced the 2024 process
- Marked reduction in available funding and # of anticipated awards
 - \$175 million > \$75 million
 - 25 awards > 8 awards
- Very quick process, with HUD giving only 37 days for full competition.
- Requirements included that projects needed to:
 - Have site control & match established and documented
 - Commit to utilization of the units for PSH for 15 years minimum

No applications were submitted for our competition.

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CoC Program Competition

FY 2024 Results Progress

- Mid-January: Funding Report released
- Late May: Projects began receiving Issues & Conditions + grant agreement drafts from HUD
- Mid-June: HUD sent out the Collaborative Application "Debrief"
- Currently: projects are in the process of finalizing terms and signing agreements

FY 2025

HUD is set to release a "mini" NOFO, which will allow for first-time renewals, reallocations (limited), and potentially apply for new projects.

Structure due to new 2-year NOFO process.

The Grant Inventory Worksheet (GIW) is currently out for review & revision.

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CoC Program Competition

Collaborative Application Debrief Results

Scoring Category	2023 Max. Score	2023 CoC Score	%	2024 Max. Score	2024 CoC Score	%
1B. Coordination and Engagement–Inclusive Structure and Participation	5	5	100%	5	4	80%
1C. Coordination and Engagement–Coordination with Federal, State, Local, Private, and Other Organizations	29	22	76%	28	26	93%
1D. Coordination and Engagement–Coordination with Federal, State, Local, Private, and Other Organizations–Continued	51	50	98%	51	39.5	77%
1E. Project Capacity, Review, and Ranking–Local Competition	27	27	100%	28	27.5	98%
2A. Homeless Management Information System (HMIS)–Implementation	9	8	89%	9	8	89%
2B. Point-in-Time (PIT) Count	5	5	100%	5	5	100%
2C. System Performance	60	35	58%	60	30	50%
3A. Coordination with Housing and Healthcare	14	7	50%	14	14	100%
Totals	200	159	80%	200	154	77%

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Update from the City of Tulsa

Presented by:

Emily Hall, emilyhall@cityoftulsa.org



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Program Spotlight

U.S. Department of Veterans Affairs

Presented by:

Dr. Kimberly Denning, Eastern OK VA Healthcare Director

Melanie Stewart, LCSW, VA Homeless & CWT Program Manager



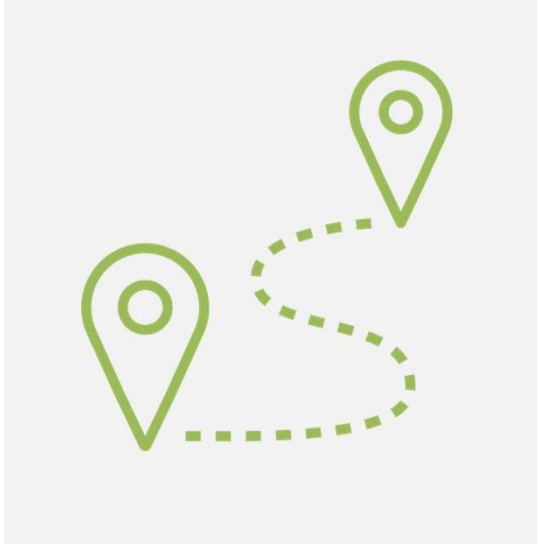
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Meeting Wrap-Up

- Meeting Location Update
- Public Comments
- Adjourn

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Location Update



New Location for 2026

Legacy Plaza East
5310 E. 31st Street
(31st, between Yale & Sheridan)

Conference Room
Space to comfortably accommodate 75

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Public Comment



SCAN HERE TO SIGN UP

Comments:

- Nancy Curry, Zarrow Family Foundations

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Adjourn

Next Meeting

- Tuesday, August 12th, 1:30-3pm
- Boston Avenue United Methodist

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Leadership Council Meeting

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1. Leadership Council Meeting Introduction
 - a. Welcome & Call to Order, Beth Edwards-Svetlic
 - b. Roll Call, Amy Olsen
2. Discussion & Approval
 - a. April Minutes*
 - i. No discussion.
 - ii. Motion to Approve: Jesse Guardiola
 - iii. Second: Sarah Grounds
 - b. AWH4T ODOC ESG Standards of Operation*
 - i. Explanation of ODOC (Oklahoma Department of Commerce) and the development of the Standards of Operation. This language could already be found in the documentation typically utilized for CoC NOFO Standards and requires adoption for ESG ODOC. Documentation developed by Len Dittmeier and reviewed by Rhene Ritter and Amy Olsen prior to being submitted to Leadership Council for a vote. Once approved, it will be submitted to ODOC.
 - ii. Motion to Approve: Claudia Brierre
 - iii. Second: Noe Rodriguez
 - c. NOFO --> Funding Task Group*
 - i. LC Sponsor: Claudia Brierre
 - ii. Discussion of the need to shift from a standard NOFO Task Group to a more general "Funding Task Group". As the CoC grows, there is an increased need for participants to meet and discuss funding opportunities, provide feedback for scoring tools, review application materials, etc. Claudia Brierre has already agreed to Sponsor the Task Group and it will be Championed by Housing Solutions staff Amy Olsen and Len Dittmeier.
 - iii. Motion to Approve: Jesse Guardiola
 - iv. Second: Lauren Sherry
 - d. Partner Agency Application**
 - i. Parent Child Center of Tulsa, Jenny Weber & Jennifer Buck
 1. Overview of programming offered by PCCT. "As a Family Resource Center, we work closely with clients and the community to ensure needs are met in order to prevent child abuse and neglect. We help clients and the community navigate to needed resources and through becoming a partner with A Way Home for Tulsa,



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we will have additional access to services and partners to assist clients and community members who present with housing needs and instability.”

2. Motion to Approve (of an electronic vote): Jesse Guardiola
3. Second: Sarah Grounds

3. Lead Agency Updates

a. Data & Analytics Report, Olivia Denton Koopman

i. Overview of System Performance Measures (SPMs).

1. First Experience of Homelessness in a 2-Year Period, trending down (2943).
2. Number of People Experiencing Homelessness, trending down (4300).
3. Length of Time People Remain in their Homelessness Experiencing, consistent (77 days).
4. Returns to Homelessness, trending down (20%).
5. Employment & Income Growth (stayers), trending down (35%).
6. Employment & Income Growth (leavers), consistent (21%).
7. Housing Placement & Retention, consistent (93%).

4. Legislative/Policy Report, Mark Smith

- i. HB1764 - statewide camping ban, would allow municipalities to opt out, redundant in most parts of the state.
 1. Did not pass.
- ii. SB 484 - began as a ban on emergency shelters in all municipalities smaller than Tulsa and OKC, turned into a spacing/zoning bill, restricting ESs from existing within a certain distance of schools, churches, etc.
 1. Did not pass.
- iii. SB 740 - would expand the criteria for emergency mental health detentions to include people experiencing homelessness despite the fact that experiencing homelessness is not a mental health condition. Major infringement of civil liberties.
 1. Did not pass.
- iv. [SB 128](#) - would extend the timeline to summon for eviction hearings from 5-10 to 7-15 days.
 1. Passed both chambers, vetoed by Gov. Stitt.

~~5. City of Tulsa Update, Emily Hall~~

6. Meeting Topics

a. Oklahoma Access to Justice Foundation, Katie Dilks

- i. Mission: The Oklahoma Access to Justice Foundation serves as a convener, collaborator, and advocate to increase meaningful participation in a civil justice system



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that is fair and accessible to all. In pursuit of our mission, ATJ focuses our work on the areas of research, advocacy, community engagement, and public legal information education.

- ii. The Problem: Our eviction system is built to be fast and easy for landlords, and legal resources are only available in complicated “legalese” English, so it’s easy for people to feel overwhelmed and disempowered.
- iii. The Project: Make It Plain: Tenant Rights and Responsibilities Education - Educate. Empower. Enhance.

7. Meeting Wrap-Up

- a. Public Comments: None
- b. Housing Solutions is working to identify an alternate location for meetings as the current space is rapidly becoming too small to accommodate partner attendance.
- c. Next Meeting: ALL MEMBER - Tuesday, June 10, 2025 (1-4pm at OSU-Tulsa)

8. Adjourn

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A Way Home for Tulsa Leadership Council Governance Charter

Submitted for Approval July 8th, 2025

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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 & 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: Leadership Council Selection

Section 2.1 Structure.

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. The Leadership Council shall include 12-17 voting members. The Leadership Council intends to have the majority of the voting members be key decision-makers with the authority to authorize structural change. **The Leadership Council can add new seats by a majority vote of the existing members.**

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 Representative	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
Cherokee Nation Representative	Appointed by Cherokee Nation
Muscogee Nation Representative	Appointed by Muscogee Nation
ELECTED MEMBERS	
Three executive-level AWH4T Provider Representatives (one of which must be CoC-funded)	Elected by AWH4T CoC Funded, CoC-Eligible, or Service Provider agencies
Participant Advisory Group representative	Elected by Participant Advisory Group
Youth Advisory Board representative	Elected by Youth Advisory Board
INVITED MEMBERS	
Business/Commerce representative	Invited (nominated) by Leadership Council
Funding Representative	Invited (nominated) 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 (nominated) by Leadership Council as needed to support strategic priorities and initiatives

Section 2.2 Selection.

Appointed Members

All appointed members should be executive leadership or elected officials. They should be appointed by the organizations for which they represent. Appointed members must maintain employment with their organization for the duration of their time on the Leadership Council. In the event of a departure, the seat will remain vacant until a new employee is appointed. Appointments can happen at any time of the year.

Elected Members

All elected members should be executive leadership. AWH4T CoC-Eligible/Funded Agencies or Service Providers nominate and elect provider representatives. Candidates and their agencies must be in good standing with the CoC, as determined at the discretion of the Lead Agency, and meet all CoC partnership requirements. All nominations will be reviewed by the Executive Committee and Lead Agency during an Open Call period, held in November and May of each year. Nominations will be reviewed by the Executive Committee, and the strongest applicants will be recommended to the full Leadership Council for a vote at the subsequent (December and June) Leadership Council meeting or via email vote. Terms begin in January and July.

If a member of the Leadership Council leaves the agency for which they serve as representative, the Leadership Council can appoint an interim representative.

The Lived Experience representatives will be elected by those committees.

Invited Members

Before any member is invited to the Leadership Council, a poll of all AWH4T member agencies will be completed to collect suggestions or nominations of potential candidates. Invited Members are recommended by the Lead Agency and Executive Committee and then selected by a vote of the members of the entire Leadership Council.

An Open Call announcement is provided by the Lead Agency and serves to inform the community of an upcoming vacancy on the committee. The open call provides members of AWH4T, community stakeholders, and cross-system partners, the opportunity to submit a letter of interest & resume and/or nomination to join the Leadership Council. All nominations and letters of interest will be reviewed by the Executive Committee and Lead Agency during the Open Call period, held in November and May of each year. Nominations and letters of interest will be reviewed by the Executive Committee, and the strongest applicants will be recommended to the full Leadership Council for a vote at the subsequent (December and June) Leadership Council meeting or via email vote. Terms begin in January and July.

If a member of the Leadership Council leaves the agency for which they serve as representative, the Leadership Council can appoint an interim representative.

Section 2.3 Terms of Membership.

Appointed Members

Representatives who hold an appointed seat may serve as long as they continue to hold that job/position and at the recommendation of the organization they represent.

Elected Members

The term for an Elected Member (CoC Funded/Eligible or Service Provider) is two (2) years. These representatives may serve up to two consecutive terms if re-nominated by the Executive Committee and approved by a vote of the Leadership Council.

The term for an Elected Member (Consumer Representative) is one (1) year. These individuals will be elected by their respective committees and adhere to their Charter as it relates to terms served.

Invited Members

The term for an Invited Member is two (2) years. These representatives may serve up to two (2) consecutive terms if re-nominated by the Executive Committee and approved by a vote of the Leadership Council.

Timeframe

A year is considered twelve (12) months from the month the member becomes active (voted or elected in December/June, they begin January/July and will end two years later). A representative may be re-elected to the Leadership Council after a period of twelve (12) months of non-service on the committee.

Participation

Representatives who attend less than 75% or miss three (3) consecutive meetings may be subject to removal from the Leadership Council by vote of the Executive Committee. Should this pertain to an individual who represents an organization/jurisdiction holding an Appointed seat, the Leadership Council will notify the organization/jurisdiction and request that they identify a substitute. If the organization/jurisdiction objects to the determination, they can submit an appeal in writing to the Lead Agency for consideration by the Leadership Council; appeals will be accepted within 30 days of the determination.

ARTICLE III: Duties, Roles, & Responsibilities

Section 3.1 Leadership Council Member Duties.

- 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 XI, 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.
- Ensure that the Leadership Council and AWH4T members abide by the Code of Conduct (Article X) and Conflict of Interest (Article XI) policies.

Section 3.2 Leadership Council Roles and Responsibilities

The roles and responsibilities of the Leadership Council include:

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 AWH4T 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

- a) Provide the leadership required to align homelessness-related funding and policies throughout the city.
- b) Maintain a priority for Housing First strategy within the system of care, while meeting the variety of needs of people experiencing homelessness.
- c) Share and support implementation of best practices and monitor their adherence.
- d) 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.
- e) 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.
- f) Host at least two annual meetings for the full A Way Home for Tulsa (CoC) membership, with published agendas.

- g) Ensure that organizations serving Tulsans experiencing homelessness receive the technical assistance and training they need to be able to ultimately implement Housing First strategies and other evidence-based best practices.
- h) 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

- a) Serve as Tulsa's [HUD-required Tulsa City/County Continuum of Care Board](#) and fulfill all related requirements.
- b) 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.
- c) 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.
- d) Meet as required to review and act on annual funding requests and scoring of applications in response to the timing requirements set by HUD for the Continuum of Care Program Notice of Funding Opportunity (NOFO).

Section 3.3 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, Committee, or Collaborative.
- b) Create, adopt and follow a written process to select a board for the Continuum. 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.

ARTICLE IV: Leadership Council Officers

Section 4.1 Officers.

The Leadership Council shall have officer positions of chair, vice-chair, secretary, and treasurer, only one of which may be a government official (as relevant). Each of these positions makes up the Executive Committee, in addition to leadership from the Lead Agency. When someone from the Leadership Council is elected for an officer role, the individual will automatically retain the seat (appointed, elected, or invited) for an additional term.

The Chair will preside over all meetings of the Leadership Council. Subject to the direction of the Council, the Chair shall give oversight to the development of policies and execution of the policies and programs of the Continuum of Care. The Chair will ensure meaningful participation and adequate time for representatives to process information, ask questions, and ask for clarity. The Chair will perform other duties prescribed by the Leadership Council and all duties incident to the office of Chair of the Leadership Council, including sponsoring the Executive Committee. The Chair (or their 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.

The Vice Chair will preside over meetings of the Leadership Council in the absence of the Chair and assist the Chair and Leadership Council representatives on matters as may be requested from time to time. If the position of Chair becomes vacant, the Vice Chair shall serve in that capacity until a replacement is selected.

The Secretary will (or delegate to another) give all notices of meeting dates, times and locations, take minutes of the meetings, record votes, and mark/monitor the attendance of the Leadership Council and partner agencies. The Secretary will perform duties incident to the office of the Secretary and such other duties as may be assigned by the Chair or Leadership Council.

The Treasurer will (or delegate to another) give all notices of funding opportunities – private and public alike. They will be responsible for sponsoring the Funding Task Group and identifying Rank & Review Panel members as needed. The Treasurer will work collaboratively with agencies to submit Letters of Support to the Leadership Council and sign off on the letters as the Leadership Council designee. Additionally, the Treasurer will be responsible for overseeing AWH4T's "Change How You Give" campaign.

Section 4.2 Selection.

Chair & Vice Chair

Each January (as applicable), after soliciting nominations from AWH4T members, the Leadership Council will elect a vice-chair who after a two-year term will become the chair for a two-year term

as long as they continue to hold that job/position and at the recommendation of the organization they represent.

Secretary & Treasurer

Each July (as applicable), after soliciting nominations from AWH4T members, the Leadership Council will elect a Secretary and Treasurer for a 2-year term as long as they continue to hold that job/position and at the recommendation of the organization they represent. These positions may serve up to two consecutive terms if re-nominated by the Executive Committee and approved by a vote of the Leadership Council.

ARTICLE V: Meetings

Section 5.1 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. The AWH4T Leadership Council will adhere to the transparency and public participation requirements outlined under the [HUD CoC Program Interim Rule \(24 CFR Part 578\)](#).

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 [public comments](#).
- b) Approve the minutes of all Leadership Council meetings.
- c) Consider recommendations from AWH4T membership, Committees, Task Groups, Collaboratives, 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.

Section 5.2 AWH4T All Member 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.
- b) Consider recommendations from Leadership Council, Committees, Task Groups, Collaboratives, or the CoC Lead Agency as necessary to conduct the business of AWH4T planning, CoC operations, and HMIS governance.
- c) 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.
- d) Record proceedings of all meetings and provide minutes to the membership.
- e) Members are responsible to ensure a correct email address is on file with the CoC Lead Agency.
- f) Conduct regular AWH4T meetings which may include:
 - 1. Committee, Task Group, and Collaborative 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

ARTICLE VI: Voting

Section 6.1 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 6.2 Seeking Input.

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

Section 6.3 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 VII: Committees, Task Groups, & Collaboratives

Section 7.1 Definitions.

Committees are formal groups that meet on an ongoing basis with a broad focus on issues related to A Way Home for Tulsa. After a vote by the Leadership Council to formalize the Committee, the Lead Agency will act as the group's "Champion" and work with the Leadership Council to identify a "Sponsor" who will speak for the Committee at meetings.

Task Groups are time-sensitive and focus on a specific presenting issue. After a vote by the Leadership Council to formalize the Task Group, the Lead Agency will act as the group's "Champion" and work with the Leadership Council to identify a "Sponsor" who will speak for the Task Group at meetings.

Collaboratives are facilitated by the Lead Agency as the Champion, but do not require a Leadership Council Sponsor. While the groups require diverse agency representation, participation is fluid. The formation of a Collaborative does not require the vote of the Leadership Council.

Section 7.2 Leadership.

The Champion will serve as a liaison between the Leadership Council and the Task Groups and Committees by reporting findings and needs to the Leadership Council as a nonvoting member.

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

Section 7.3 Structure.

- a) The membership of each group will be limited to key partners (usually not more than 7-10 people) that are identified by the Sponsor and/or Champion.

- b) The Sponsor and/or Champion will determine when the group meets, facilitate the meetings, and ensure that there are goals, objectives, and a work plan that align with the strategic vision and timeline (as applicable) established by the leadership body.
- c) Decisions shall be made by the members who are present at the meeting. The meeting format (in-person, virtual, etc.) will be determined by the Sponsor and/or Champion.
- d) Meetings will be held as often as necessary to achieve and complete their goals and objectives; whether time-limited, outcome-focused, or ongoing.
- e) The Leadership Council will charge the Sponsor and/or Champion with identifying individuals to serve on such Task Group or Committee and developing and implementing a plan to achieve the goals identified by the Leadership Council.

ARTICLE VIII: 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 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, Task Groups, Committees, and Collaboratives;
 - o Serve as fiscal agent for any AWH4T funds received unrelated to its role as Collaborative Applicant; and
 - 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

- a) Serve as the CoC Collaborative Applicant, per HUD guidelines.
- b) 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; and
 - o An emergency transfer plan compliant with [24 CFR 578.99\(j\)\(8\)](#).
- c) 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.
- d) Prepare all HUD-required CoC documentation and submit all required documentation to HUD on a timely basis.
- e) Plan and conduct, at least biennially, a point in time count of people experiencing homelessness within Tulsa County in compliance with HUD regulations.
- f) Conduct an annual gaps analysis of the homelessness services available within Tulsa County.
- g) 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.
- h) Manage Tulsa's [Coordinated Entry System](#), which provides a consistent, streamlined process for people experiencing homelessness to access resources across the system of care.
- i) 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.
- j) 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

- a) Support the Leadership Council, Committees, Task Groups, and Collaboratives.
- b) Develop and implement a process for accepting suggestions or nominations for Task Group Champions, Committees, Collaboratives, and Leadership Council.
- c) 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.
- d) 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

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

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

Data Analysis and Reporting

- a) Prepare data analytics, pull reports, and create dashboards, including timely distribution to all stakeholders.
- b) 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.
- c) Protect all Personally Identifiable Information (PII) in accordance with HUD guidelines.
- d) Provide and ensure ongoing training and implementation support for shared data systems.

Technical Assistance

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

Funding Development

- a) 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 IX: 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 X: Code of Conduct Policy

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 10.1 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 XI: Conflict of Interest Policy

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 11.1 Contract, 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 11.2 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 11.3 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 11.4 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.



A Way Home for Tulsa Membership Charter

Submitted for Approval July 8th, 2025

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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.

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 I: Membership Selection

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. Changes in CoC membership are reflected on the lead agency's website.

Section 1.1 Representation.

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) Governmental entities, including Tribal Nations;
- 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.

Section 1.2 Membership Types.

A Way Home for Tulsa offers three different options for membership:

- **CoC-Funded (or Eligible for CoC Funding):** organizations who are awarded or could be awarded CoC funding due to their adherence to HUD requirements and best practices, including the Coordinated Entry System.
- **Service Provider:** organizations who provide direct client care to people experiencing homelessness, but do not utilize the Coordinated Entry System.
- **Coalition Member:** organizations who either do not provide any direct client care, or do not provide services solely to individuals experiencing homelessness. Coalition Members do not qualify for CoC funding, nor do they have access to HMIS. These are most commonly government agencies, business/commerce partners, healthcare systems, philanthropic organizations, etc.

Section 1.3 Member Selection.

Application

Organizations may submit an application for membership at any time; applications should be submitted to the Lead Agency. The AWH4T Leadership Council will consider applications for membership at least annually.

Selection

Organizations applying for membership to AWH4T shall be subject to acceptance by a vote by the Leadership Council. If an organization's application is found to be ineligible for membership, or is rejected by a Leadership Council vote, the organization may re-apply after a 12-month waiting period.

All member organizations selected and approved by the processes outlined in this document will maintain membership in AWH4T indefinitely, so long as all terms of membership remain satisfied.

Removal

Member organizations which are found to be out of compliance with the terms of membership may be subject to removal from A Way Home for Tulsa by vote of the Executive Committee. If the organization objects to the determination, they may submit an appeal—in writing—to the Lead Agency for consideration by the Leadership Council; appeals will be accepted within 30 days of the determination.

ARTICLE II: Member Responsibilities

Section 2.1 General 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 member duties are as follows:

- a) A representative must attend at least two (2) meetings (All-Member or Leadership Council meetings) annually;
- b) Present to and/or discuss items of interest before a Committee, Task Group, Collaborative, or the CoC Lead Agency for discussion (such entity shall review and determine whether to present the item to the Leadership Council);
- c) Assist in identifying and recruiting new members;

Additionally, the agency's Executive Director, President, or Chief Executive Officer must complete an annual reaffirmation of the membership charter terms, including those corresponding to the organization's membership type, in order to remain in good standing.

Section 2.2 Member Duties by Type.

Each member organization is responsible for upholding the terms of their membership type:

CoC Funded (or Eligible)

- a) Receives (or eligible to receive) CoC funding in accordance with [24 CFR 578.15](#), including alignment with Federal financial management standards described in [2 CFR 200](#).
- b) Agrees and adheres to the AWH4T Code of Conduct.
- c) Agrees and adheres to the AWH4T Conflict of Interest Policy.
- d) Demonstrates alignment and adherence to the [AWH4T Service Standards](#) and nationally recognized best practices, including but not limited to:
 - a. Access to Housing without Preconditions;

- b. Consumer Choice & Agency;
 - c. Recovery Orientation;
 - d. Individualized, Person-Centered Services;
 - e. Social & Community Integration;
 - f. [Trauma Informed Care](#);
 - g. [Motivational Interviewing](#);
 - h. [Harm Reduction](#); and
 - i. Authentic Lived Experience Engagement.
- e) Demonstrates alignment and support of the [AWH4T Strategic Plan](#).
 - f) Utilizes HMIS and adheres to [HUD HMIS Data Standards](#) (or equivalent systems for victim service providers).
 - g) Actively participates in the Coordinated Entry System.

Service Provider

- a) Agrees and adheres to the AWH4T Code of Conduct.
- b) Agrees and adheres to the AWH4T Conflict of Interest Policy.
- c) Proven alignment and adherence to the [AWH4T Service Standards](#) and nationally recognized best practices, including but not limited to:
 - a. Access to Housing without Preconditions;
 - b. Consumer Choice & Agency;
 - c. Recovery Orientation;
 - d. Individualized, Person-Centered Services;
 - e. Social & Community Integration;
 - f. [Trauma Informed Care](#);
 - g. [Motivational Interviewing](#);
 - h. [Harm Reduction](#); and
 - i. Authentic Lived Experience Engagement.
- d) Proven alignment and support of the [AWH4T Strategic Plan](#).
- e) Established use of HMIS and adherence to [HUD HMIS Data Standards](#) (or equivalent systems for victim service providers) or development and execution of an HMIS implementation plan (within 12 months of admittance).

Coalition Member

- a) Agrees and adheres to the AWH4T Code of Conduct.
- b) Agrees and adheres to the AWH4T Conflict of Interest Policy.
- c) Proven alignment and support of the [AWH4T Strategic Plan](#).

ARTICLE III: Code of Conduct Policy

The members of 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.

Section 3.1 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 IV: Conflict of Interest Policy

AWH4T members, in their role as strategic partners collaborating with the Leadership Council to end homelessness in Tulsa City and County, shall conduct all CoC decision-making in accordance with this Conflict of Interest Policy

Section 4.1 Contract, Awards, and Other Benefits to Recipient.

- a) No member or member representative 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 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, 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 4.2 Financial Interest of Member.

- a) 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, or its sub-groups, 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 AWH4T Lived Experience boards.
- b) 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 their immediate family, their 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, 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 4.3 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 4.4 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.

AWH4T Partner Agency Application

Agency Information

Name:	Modus
Address:	1870 S Boulder Ave, Tulsa, OK, 74119
Website:	https://modustulsa.org/
Phone:	918-280-9563
Type:	Non-Profit (501c3)
Faith-Based?:	No
Mission/Vision:	<p>Modus removes barriers through innovative transportation solutions, education, and advocacy. Our transportation program provides safe, reliable rides so individuals and families can get to their appointments safely, consistently, on time, and with dignity. Our trusted Modus Drivers don't just provide a lift—they offer a lifeline. With every mile, we're breaking down barriers and opening doors to health, education, opportunity, and hope.</p> <p>Modus is the only nonprofit in the nation that exists solely to provide access to the social services provided by nonprofit organizations, remove obstacles for folks who experience transportation vulnerability, and reduce transportation costs for nonprofit organizations.</p>
Reason for Joining AWH4T:	<p>Modus was formed in 2017 as a community response to a community problem: young women and their children couldn't attend healthcare appointments due to rising car ownership expenses in an unwalkable city. Today, Modus provides over 600 rides every month to people of all ages, primarily women ages 15 to 24, to education, employment, and medical care opportunities they would miss otherwise.</p>

We celebrate every accomplishment of our 20+ member agencies here in Tulsa, and we want to be there to give a lift to everyone our nonprofit community will serve in the future. We are honored to provide weekly transportation to a recently rehoused young adult through the YouthFirst program. Modus picks her and her baby up in the morning, takes mom to drop off her baby at daycare, and then we take mom to JobCorps. We take care of the return trip in the afternoon, too. Before Modus, her case manager was giving the rides herself. I know if we can plan solutions to support this young woman, we will be able to support the hundreds like her.

Modus does need to scale in order to truly support Tulsa with nonprofit transportation. We know that by signing up to be a part of the solution will always be the right answer and we would love to be a part of A Way Home of Tulsa.

of LC Meetings Attended: 0, but I will attend the next one in June. I am also reviewing previous minutes.

Relationship to homelessness services: Agency serves people experiencing homelessness, but it is not primary function.

Scope & Structure

Agency Operation Area(s): Tulsa City/County

CoC Program Funding: Agency does not receive and has never received HUD CoC Program funds.

Other Government Funding: Other: Applied for 5310 Federal Transportation

Services Provided: Transportation Assistance

Subpopulation focus?: Youth and Young Adults (16-24)

Does your organization have policies in place to support Yes

**diversity, equity, inclusion,
and access for all individuals
employed with and/or seeking
services from your
organization?**

**In each of the identified levels,
does your organization's
staff/membership reflect the
racial, ethnic, and linguistic
diversity of the people you
serve?**

Direct Service Staff: Yes

Program Mgmt/Coordination: Yes

Executive Leadership: Somewhat

Board Members: Somewhat

**In each of the identified levels,
does your organization's
leadership include individuals
from under-represented
communities (BIPOC,
2SLGBTQ+, etc.)?**

Program Mgmt/Coordination: Yes

Executive Leadership: Yes

Board Members: Yes

**Does the organization's board
of directors include more than
one person with lived
experience of homelessness?**

N/A or Unsure

**Does the organization have a
process for regularly receiving
and incorporating feedback
from participants or other
individuals with experience of
homelessness?**

No

Agency Contacts

Agency Leader Name Heather Smith

Agency Leader Title Executive Director

Agency Leader Email hsmith@modustulsa.org

Secondary Contact Name: None

Secondary Contact Title:



A WAY HOME
for Tulsa

COORDINATED BY HOUSING SOLUTIONS

SHELTER NEEDS SURVEY RESULTS

Summary

A survey was distributed by Housing Solutions to members of A Way Home for Tulsa (AWH4T) in May 2025 to gain insight and perspectives on the unmet shelter needs in Tulsa, Oklahoma. The survey received 29 responses with nearly 50% of the Continuum of Care responding.

01

Need for increased Emergency Shelter Capacity:

90% of respondents supported adding an additional shelter, citing the need for more emergency shelter, especially during extreme weather, and for individuals not well served by current solutions.

02

Comprehensive Solutions Needed:

Along with the need for more shelter, there was widespread acknowledgement that more investment is also needed in permanent housing, included increased affordable housing options for households on fixed incomes, expanded Rapid Rehousing, and more Permanent Supportive Housing. Respondents also highlighted the need for wraparound services for housing stability as well as increased mental health and substance abuse treatment services.

03

Underserved Populations:

Survey respondents indicated there are unmet shelter needs in all populations including people with pets, individuals with disabilities and/or medical conditions, those with involvement in the criminal-legal system, individuals with untreated mental illness, individuals who use substances, and those who live outside the downtown area. Respondents indicated the unmet need extends to all ages and household makeups including youth, adults, seniors, families, and couples.

04

Key Services Needed:

Respondents emphasized the importance of wraparound services, including healthcare, employment support, addiction treatment, pet accommodations, hygiene facilities, case management, and structured programs for transitioning to permanent housing.

05

Community and Government Partnerships:

Strong collaboration with the continuum of care (e.g. mental health providers, job training programs, law enforcement, medical facilities, government and faith-based organizations) would enhance shelter effectiveness.

06

Ensuring Success:

Respondents cited funding sustainability, location accessibility, neighborhood safety, staffing, public perception, and ensuring structured pathways to permanent housing as necessary ingredients for a shelter's success.

Overall, while there is strong recognition of the need for additional shelter capacity, respondents emphasize the importance of structure, services, and collaboration as well as connection to permanent housing solutions to ensure it contributes positively to both those experiencing homelessness and the broader community.

Members of AWH4T request frequent updates and opportunities to be included in the work.

Feedback from Tulsans with Lived Experience

Survey respondents were all representatives from organizations. To ensure the voice of those with lived experience is included as decisions are made with regards to increased shelter capacity, Housing Solutions staff pulled the following information from HMIS entries by Street Outreach providers which is reported barriers to shelter entry/usage from persons experiencing homelessness. This is from 289 responses from unsheltered individuals in the last year.

Reasons for Not Accessing Shelter (Top 5)

54% LIMITED SHELTER CAPACITY

8% SAFETY CONCERNS

8% NO PET POLICY

8% INABILITY TO MEET PROGRAM REQUIREMENTS AT ADMISSION

8% OTHER

Capacity is the overwhelming barrier, signaling that more than half of the people experiencing unsheltered homelessness that A Way Home for Tulsa providers encounter would go to shelter if there was an available bed.

A WAY HOME FOR TULSA

FY 2024-2025 CoC Program Collaborative Application Score Analysis

This document presents an analysis of the score the A Way Home for Tulsa's (AWH4T) CoC application achieved in the national FY2024-2025 HUD CoC Program competition. A higher score may result in additional funding for the CoC, specifically projects listed in Tier 2 and DV Bonus Funding. AWH4T received 100% of its total non-bonus funding request. AWH4T's FY2023 CoC Program Award was \$8,672,089, a 82% increase over the FY2023 amount; this increase is primarily due to the YHDP renewals, but even without those projects, the amount increased 25%.

SCORING SUMMARY

Scoring Category	Maximum Score (Points)	Your CoC Score (Points)	Comments
Category 1B: Coordination and Engagement – Inclusive Structure and Participation 1a	5	4	<p>A small decline from 2023's performance (100%); HUD's scoring debriefing did not indicate why the point was lost.</p> <p>This section focuses on evaluating CoC's inclusion of a diverse range of stakeholders and providers, and a CoC's demonstration of "transparent, accessible processes" in the recruitment of new members, solicitation of feedback and opinions, and consideration of project proposals from new partners.</p>
Category 1C: Coordination and Engagement – Coordination with Federal, State, Local, Private and other Organizations 1b-g	28	26	<p>This was a strong section with only 2 points lost, an improvement over FY23. HUD's scoring debriefing did not give any clues as to where the points were lost; in the featured responses (1C-5a-f.) which focused on coordination with VSPs and provision of services to survivors, the CoC scored 5/5 (100%).</p> <p>Section evaluated:</p> <ul style="list-style-type: none">• Coordination with diverse local, state, and federal partners, including in the Consolidated Plan process, ESG funding processes, and in the operation of projects (2 pts)• Ensuring that projects do not deny admission to or separate families (2 pts)• Formal partnerships in place with early childhood development services and youth education providers; policies & procedures to link participants to education (3 pts)• Addressing the Needs of Victims of Domestic Violence, Dating Violence, Sexual Assault, and Stalking: policies & procedures for safety and confidentiality (5 pts)

Scoring Category	Maximum Score (Points)	Your CoC Score (Points)	Comments
			<ul style="list-style-type: none"> • Addressing the Needs of LGBTQ+ Individuals: access to services and training for providers on the Equal Access Rule (6 pts) • Coordination with Public Housing Authorities (PHAs) to: <ul style="list-style-type: none"> ◦ administer HCV/EHV programs, ◦ apply for additional homelessness assistance programs, ◦ establish or maintain an admission preference for people experiencing homelessness, ◦ ensure at least 20% of admissions were people experiencing homelessness, and ◦ include PHA-funded units in CES. (10 pts)
Category 1D: Coordination and Engagement – Coordination with Federal, State, Local, Private and other Organizations 1h-s	51	39.5	<p>11.5 points in this section were lost, 9 of which can be attributed to a reduction in the number of RRH beds during the 2024 HIC data (1B.I. Rapid Rehousing). HUD did not indicate where the other 2.5 points were lost.</p> <p>This section also evaluates:</p> <ul style="list-style-type: none"> • Re-entry services to prevent those exiting services from experiencing homelessness (2 pts) • Housing First implementation and evaluation (10 pts) • Coordination of Street Outreach, including increases in exits to housing (1 pt) and targeting services to those who are hardest to reach (2 pts) • Reduction in, elimination of, or countering of laws, ordinances, policies, and practices that criminalize homelessness (2 pts) • Promotion of and access to mainstream benefits (2 pts) • Coordination with public health agencies (5 pts) • Administration of an accessible, fair, trauma-informed, and regularly evaluated CES (6 pts) • Assessment of racial equity, including the analyzing, strategizing, and tracking racial disparities (6 pts) • Authentic and comprehensive lived experience engagement (5 pts) • Increasing affordable housing supply through changes to zoning/land use policies or reduction in regulatory barriers to housing (1 pt)

Scoring Category	Maximum Score (Points)	Your CoC Score (Points)	Comments
Category 1E: Project Capacity, Review & Ranking 2a-g	28	27.5	<p>The CoC received 0.5 more points than FY23, though the total shifted up by 1 point, resulting in a reduction from 100% to 98% of points.</p> <p>In the scoring detail, HUD notes that the CoC received full points for Project Review and Ranking, sample scoring for a submitted application, and in addressing severe barriers in review & ranking (18/18 pts). HUD did not indicate where in this section the CoC lost the half point.</p>
Category 2A: HMIS 3a-d	9	8	<p>Overall, the CoC scored well on this section, reflecting a good Bed Coverage Rate in HMIS. As in FY23, the 1-point deduction is related to submission of LSA data files. The discrepancies between our HMIS data submitted for the Longitudinal Systems Analysis highlighted the variances from the data extracted for the PIT count and HIC. We continue to work with all CoC agency partners on ensuring client data is updated within 3 days (maximum) of changes to the client's experience.</p>
Category 2B: PIT 4a-b	5	5	<p>The CoC received a perfect score on this section!</p>
Category 2C: System Performance 5a-g	60	30	<p>The Debrief scoring from HUD gave us more detail this year, outlining the distinction between points lost for actual performance (data) and narrative. The CoC lost 30 points in this section, an increase from 25 in FY23.</p> <p>The section evaluated (where provided by HUD, CoC performance is noted):</p> <ul style="list-style-type: none"> • Reduction in overall number of people experiencing homelessness (12 pts) • Reduction in First Time Homelessness (3 pts) <ul style="list-style-type: none"> ◦ SPM Data: 0/1 points (did not show a decrease) ◦ Narrative: 2/2 points • Length of Time Homeless: Full points for reducing the average length of time individuals and families remained homeless in Tulsa County, and describing the strategy used to reduce the length of time spent homeless and to identify and house individuals and families. (13 pts) <ul style="list-style-type: none"> ◦ SPM Data: 8/8 points ◦ Narrative: 2/5 points • Exits to Permanent Housing (PH) or Retention of PH (13 pts) <ul style="list-style-type: none"> ◦ SPM Data for exits: 0/6 points

Scoring Category	Maximum Score (Points)	Your CoC Score (Points)	Comments
			<p>(No increase in positive exits into permanent housing from shelter, transitional housing or rapid re-housing)</p> <ul style="list-style-type: none"> ○ SPM Data for retention: 0/3 points (No increase in number of persons staying in Permanent Housing Projects aka retention rate). ○ Narrative: 4/4 points ● Returns to Homelessness (8 pts) <ul style="list-style-type: none"> ○ SPM Data for returns within 6 months: 0/3 points Less than 1% reduction in returns to homelessness at 6 months or returns exceeding 5%. ○ SPM Data for returns within 12 months: 0/3 points Less than 1% reduction in returns to homelessness at 12 months or returns exceeding 10%. ○ Narrative: 2/2 points ● Increasing Employment Cash Income (4 pts) <ul style="list-style-type: none"> ○ SPM Data: 2/2 points ○ Narrative: 2/2 points ● Increasing Non-Employment Cash Income (3 pts) <ul style="list-style-type: none"> ○ SPM Data: 0/2 points (no increase or total rate with income lower than 20%) ○ Narrative: 1/1 points
Category 3A: Coordination with Housing & Healthcare Bonus Points	14	14	<p>The CoC received all points in this section!</p> <p>Points were split between Leveraging Public Housing Authority resources (7 pts), which the CoC received because of the Tulsa Day Center Permanent Supportive Housing Initiative project application; and Leveraging Healthcare resources (7 pts), which was achieved due to mental health, physical health, and substance use treatment commitments in multiple projects.</p>
Total CoC Application Score	200	154	

CONTEXT

- Highest Score for any CoC: 185.5
- Lowest Score for any CoC: 54.5
- Median Score for all CoCs: 151.5

In summary, the Tulsa CoC scored above the median score for all CoCs, and the CoC's score was only 31.5 points below the highest score for any CoC.

DV BONUS FUNDING

The CoC submitted two (2) projects for DV Bonus funds. Project 1 was submitted by The Spring and Project 2 was submitted by DVIS, neither was funded through this competition.

Scoring Category	Maximum Score	App Score (Project 1/ Project 2)	Comments
CoC Score: Proportion to CoC Score	50	38.5	CoC application score determines this. Total CoC Application Score: 154 pts out of 200 pts = 77% The max amount of points awarded in the DV Bonus under the CoC Score section was 50 points. The 50 points were weighted based on the total CoC Score. This process is used to prioritize DV Bonus projects based on CoCs that have the highest scores during the NOFO Competition. Once they are ranked by CoC Score, they are then scored and ranked by the remaining points under the DV Bonus.
CoC Collaboration with Victim Services Providers	10	10/10	Full points here, which is a marked improvement from the 7.2/10 from FY23
Need for the Project	10	10/10	Full points here! Same as FY23
Quality of the Project Application	15	9.5/15	Project 1: Lower than anticipated, but perhaps due to the provider's limited experiencing in providing housing services. Future applications should likely emphasize the value of deepening our CoC-funded DV services through the inclusion of new agencies like The Spring. Project 2: Full points here, marked improvement from FY23 (11.5/15) HUD's scoring debriefing did not give any clues as to where exactly the points were lost.

Demonstration of inclusion of victim-centered practices	8	8/8	Full points here! Great job on being trauma informed and implementing survivor-centered practices.
Demonstration of plan to include survivors with lived expertise	7	4/4	Decrease from 100% points in FY23, will need to improve explanation of how we incorporate survivors into program decision-making.
Total for DV Bonus	100	80/85.5	

DV BONUS CONTEXT

- Highest Score for any CoC: 96.00
- Lowest Score for any CoC: 36.63
- Median Score for all CoCs: 79.69
- Minimum Score to receive funding: 86.6

Summary & Considerations for Next Competition

OUR COC'S AREAS OF STRENGTH IN THIS YEAR'S APPLICATION

- Rating projects based on objective performance through transparent, accessible processes
- Leveraging healthcare and housing authority partnerships
- Increasing PSH units, and overall funding
- Strong governance structure and system-wide coordination efforts

PRIMARY AREAS FOR LOST POINTS FOR OUR COC THIS YEAR

- System performance measures, in particular returns to homelessness and retention rates
- Coordination with Youth Providers and PHAs (likely but unclear)
- RRH bed count

AREAS TO FOCUS ON FOR UPCOMING APPLICATION

- Partner with PHA to use and prioritize vouchers for persons in permanent housing projects who no longer need intensive services and can maintain housing independently with subsidized units as a part of the CoC's Moving On Strategy and/or increase collaboration on PHA applications for homelessness assistance funding programs.
- Continue to improve system performance by:
 - A closer look at the data may help to improve scores.
 - Work towards increasing and maintain permanent housing retention and
 - Improve data collection and strategy to work towards annual increases in employment and non-employment cash income.