



Leadership Council Meeting

September 8, 2026 | 1:30-3:30pm

Legacy Plaza East, Conference Rooms ABC
5330 East 31st Street | Tulsa, OK 74135

Meeting Agenda

1. Leadership Council Meeting Introduction
 - a. Welcome & Call to Order, Noe Rodriguez
 - b. Roll Call, Len Dittmeier
2. Discussion & Approval
 - a. August Meeting Minutes, Noe Rodriguez*
 - b. Addition of Executive Session to future agendas
 - c. CoC Program Competition Status, Len Dittmeier
 - d. AWH4T Governance Charter, Len Dittmeier & Noe Rodriguez*
 - e. AWH4T Membership Charter, Len Dittmeier & Noe Rodriguez*
3. Lead Agency Updates
 - a. System Updates, Mark Smith
 - b. Data Updates, Olivia Denton Koopman
4. Meeting Topics
 - a. Resource Spotlight:
 - i. Goodwill Tulsa's Workforce Training and Financial Literacy Programs, Steven Hahn
 - ii. City Lights Village, Sarah Grounds
5. Meeting Wrap-Up
 - a. Training Opportunities
 - b. Public Comments
 - c. Next Meeting: Tuesday, **October 13th** at Legacy Plaza East Conference Center
 - d. Adjourn

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

** Items to be voted on by Leadership Council electronically



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Attendance

	NAME	REPRESENTING	CATEGORY	TERM
☐	Ginny Hensley	Tulsa Housing Authority	Fixed Position, Appointed	07/24 – N/A
☐	Emily Hall , Vice Chair	City of Tulsa	Fixed Position, Appointed	07/24 – N/A
☐	Mark Vancuren	Tulsa County	Fixed Position, Appointed	07/25 – N/A
☐	Noe Rodriguez , Chair	Tulsa Day Center	Provider Representative, Elected	01/24 – 12/27*
☐	Claudia Brierre , Treasurer	INCOG	Fixed Position, Appointed	07/24 – N/A
☐	Shay Stanfill	Cherokee Nation	Tribal Representative, Appointed	07/25 – N/A
☐	<i>vacant</i>	Muscogee Creek Nation	Tribal Representative, Appointed	
☐	Sarah Grounds	City Lights Foundation	Provider Representative, Elected	01/24 – 12/27
☐	Beth Edwards-Svetlic	Youth Services of Tulsa	Provider Representative, Elected	01/25 – 12/26*
☐	Shay Wilson	Participant Advisory Group	Consumer Representative, Elected	01/26 – 12/26
☐	Alexander Smith	Youth Action Board	Consumer Representative, Elected	01/26 – 12/26
☐	Lauren Sherry	QuikTrip Corporation	Business/Commerce Representative, Invited	01/25 – 12/26*
☐	Michael DuPont	Charles & Lynn Schusterman Family Philanthropies	Funder Representative, Invited	07/25 – 06/27
☐	Annie Mitchell	Tulsa Area United Way	At-Large Representative, Invited	07/25 – 06/27
☐	Zack Stoycoff	Healthy Minds Policy Initiative	At-Large Representative, Invited	07/25 – 06/27
☐	Stephanie Horten , Secretary	JusticeLink	At-Large Representative, Invited	01/24 – 12/27
☐	Maj. Wes Phelps	Tulsa Police Department	At-Large Representative, Invited	07/25 – 06/27

* indicates 2nd term



Leadership Council Meeting

August 4, 2026 | 1:30-3:30pm

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Meeting Minutes

1. Leadership Council Meeting Introduction
 - a. Welcome & Call to Order, Noe Rodriguez
 - b. Roll Call, Len Dittmeier
 - i. 12 in attendance, 4 absent: **Quorum established**
2. Discussion & Approval
 - a. July Meeting Minutes, Noe Rodriguez*
 - i. Motion to Approve: Beth Edwards-Svetlic; Second: Stephanie Horten
 1. 12 in favor, none opposed or abstained: **Approved**
 - b. CoC Program Competition Priority Listing, Len Dittmeier*
 - i. Applications for the CoC Program Funding Competition's local competition closed on July 16th, and AWH4T received 31 applications from 18 different organizations.
 - ii. The Rank and Review Panel reviewed the applications and created the Preliminary Priority Listing. This is a list of projects AWH4T wishes HUD to fund in order of priority and importance to the Tulsa community.
 - iii. Applicants were notified of what projects were selected to be ranked, and applicants were provided the opportunity to appeal the Panel's decisions regarding the project's score, selection decision, and ranking. Two appeals were submitted resulting in minor scoring changes, but there were no changes to the ranking decisions.
 - iv. Funding available through this competition includes AWH4T's Annual Renewal Demand (ARD), CoC Bonus, Youth Homelessness Demonstration Program (YHDP) renewal/reallocation, and DV bonus/reallocation. A majority of YHDP projects chose to reallocate and replace their existing projects, and Black Queer Tulsa's Drop-in Center project was completely reallocated allowing another YHDP agency to apply for those funds.
 1. Previously the estimated ARD HUD released was about \$314k lower than expected. HUD has now confirmed that this was incorrect, and the ARD is \$8.9 million as originally anticipated.
 - v. Tier 1 of the Preliminary Priority Listing includes auto-ranked projects as outlined in the Standard of Operations. These include projects for CoC functions and a renewal project with less than 2-years of data. The Rank and Review Panel intentionally ranked the remaining renewal projects in Tier 1 due to HUD essentially stating that renewal projects ranked in Tier 2 will not be funded. Renewal projects may have



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lower scores than new projects as renewal projects have data, performance measures, and objective criteria that must be evaluated while new project applications are largely narrative based and do not have objective criteria to evaluate. The final two projects in Tier 1 are previously funded projects that are transitioning to a new project type to align with HUD's goals.

1. Question from virtual attendee: What are HUD's goals?
 - a. In the 2026 NOFO, HUD is shifting away from Permanent Housing (PH) interventions in favor of Transitional Housing (TH) and Supportive Services Only (SSO) projects that are more time-limited and intended as interventions prior to housing.
2. Beth Edwards-Svetlic: What are our CoC's goals, and how do they differ from HUD's?
 - a. AWH4T is still committed to preserving Tulsa's existing PH capacity and intend for new TH and SSO projects to compliment PH to ensure a balanced system.
3. Zack Stoycoff: What are the chances HUD will nitpick our Tier 1 list?
 - a. It is unlikely. Tier 1 projects will be subject to a "risk review," and they may include some additional criteria, but in the NOFO, HUD outlined that these projects will be funded if they meet basic criteria. In general, Tier 1 is highly protected. Tier 2 will be held to different standards as HUD will assess the CoC's general performance within the collaborative application and the different project types we present for funding.
4. Michael DuPont: The listed recommended grant amount and requested grant amount are the same for most projects. Why?
 - a. Within the scoring tools and the Request for Proposals (RFP), AWH4T outlined "Cost per Participant" guidelines to help inform requested grant amounts. The budgets for these projects were evaluated using these guidelines.
- vi. Tier 2 of the Preliminary Priority Listing includes more transition/reallocation/replacement projects that are associated with existing projects that are becoming a different project type. The bottom of Tier 2 includes projects that are not associated with existing projects and will be new to the CoC if selected for funding.
 1. Zack Stoycoff: In Tier 2, The Spring's project has a recommended grant amount that is substantially higher than the requested grant amount. Why is that?



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- a. The new project from The Spring had requested about \$550k which fell within the cost per participant guidelines. Since they are a new provider in the AWH4T system, they may have been conservative with their request. There was also additional funding available through DV Bonus that were unable to be allocated to any other project, so the Rank and Review Panel opted to offer The Spring an additional \$500k to expand the project and serve more survivors.
2. Beth Edwards-Svetlic: The total for Tier 1 and Tier 2 are slightly less than the total funding available listed at the top of the Priority Listing. Is that because HUD gave us incorrect totals initially?
 - a. This is because the CoC is unable to utilize the full DV Bonus amount. The increase to The Spring's recommended grant amount is almost double what was initially requested, so the Panel was hesitant to recommend more. There is approximately \$200k of DV Bonus the CoC is not applying for.
3. Zack Stoycoff: How do we prevent leaving funds on the table in future competitions?
 - a. This competition has been a learning process given the changes to HUD priorities and the increased number of applications received. There are several ideas for how to improve this process next year, including starting outreach to potential applicants at an earlier date now that we understand the direction HUD is going for federal priorities. Beginning assistance with applications at an earlier date will help applicants submit quality applications under less time-constraints.
4. Claudia Brierre: Is it an option to split the remaining \$200k of DV Bonus between the two ranked DVIS projects in Tier 2?
 - a. This is an unresolved issue. We are awaiting a response from HUD to see if DV Bonus and DV Reallocation can be combined for one project which would be necessary to increase the amount for the DVIS projects. If HUD informs us that this is allowable, we would encourage DVIS to apply for a higher grant amount.
5. There are questions from a virtual attendee regarding how to apply for funding.
 - a. Any organization interested in applying for funding next year, can reach out to Len now to learn more and begin the process. Potential applicants



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can email Len directly or email the Programs team at
nofo@housingsolutionstulsa.org.

- vii. In addition to application score, the Rank and Review Panel also considered other factors when ranking Tier 2.
 - 1. Funding source (YHDP, DV Bonus, CoC Bonus) for each project was considered to ensure the CoC is maximizing the funding available for the community. The Panel tried to minimize leaving funds unallotted within our system. YHDP funding that is not utilized by youth-serving providers, HUD redistributes it to other communities.
 - 2. Projects that opted to reallocate or replace their existing projects were also prioritized as they are already a part of our system and preserving existing projects and funding is preferred.
- viii. Non-selected projects: AWH4T received many high quality new applications, and it was difficult for the Rank and Review Panel to decide which projects would be selected to be ranked. All applicants that were not selected are strongly encouraged to apply again in the future and to continue engaging with AWH4T and the CoC Programs Team to further develop their applications. All proposed projects would greatly benefit our community.
 - 1. Beth Edwards-Svetlic: AWH4T would like to have more partners at the table, but most of our new partners that applied were not selected. Is there a plan for how to support new partners, so they can have competitive applications?
 - a. We have begun outreach to the non-selected agencies to encourage them to continue working with us to further develop their applications. We will also engage with Home Base (TA partner) to continue providing support. We are beginning this process now, so we are ready for the next competition.
- ix. Funding Committee Recommendation
 - 1. The Funding Committee is comprised of representatives of CoC-funded agencies, and members do not have the ability to revise the priority listing. The Funding Committee provides a recommendation to the Leadership Council. This year, the Funding Committees recommendation is for the Leadership Council to approve the priority listing as developed by the Rank and Review Panel and revised by the Appeals Panel.
 - 2. Michael DuPont: Are there any projects in Tier 2 that we are concerned HUD will not approve for any reason?



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- a. After also discussing with Home Base, we believe we are positioned competitively since all Tier 2 projects are considered “new projects.” There are not many paths for funding renewal projects outside of Tier 1, so many of the CoC’s existing projects opted to transition, so HUD considers them new projects. This makes them much more likely to be selected by HUD. This is still not guaranteed and will be dependent on how HUD evaluates our system level performance using a fairly complicated formula.
- x. Motion to Approve: Michael DuPont; Second: Shay Wilson
 - 1. 10 in favor, none opposed, Beth Edwards-Svetlic and Noe Rodriguez abstain:
Approved
- c. Statement on Advancing Recovery, Len Dittmeier*
 - i. HUD is providing 10 bonus points to CoCs with a CoC-Board approved statement affirming that CoC-funded housing projects will not engage in certain harm reduction practices, including operating drug injection sites or safe consumption sites, knowingly distribute drug paraphernalia, knowingly permit the use of illicit drugs on property under their control, or conduct, permit, encourage, or allow any of these activities “under the pretext of harm reduction.”
 - ii. The collaborative application would greatly benefit from the 10 bonus points this statement would provide. If this were not the case, we would likely not propose this statement. This statement was developed using a template provided by Home Base and adjusted based on input from the Executive Committee. The goal is to make this statement as non-restrictive as possible by keeping the scope narrow without restricting the life-saving activities that many AWH4T organizations provide.
 - iii. Michael DuPont: Is Narcan within the scope of the language in the statement?
 - 1. No, Narcan is not prohibited. While other communities are adhering to the SAMHSA guidelines released earlier this year which is more restrictive and has a wider definition of “drug paraphernalia” that includes testing strips, this statement cites state law instead which is less restrictive and does not include testing strips.
 - iv. Beth Edwards-Svetlic: Is this specific to utilizing HUD funds? Is there concern with organizations using harm reduction practices in other programs?
 - 1. We interpret this requirement as only applying to CoC-funded housing projects, so this would not include even CoC-funded SSO projects.



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- v. Beth Edwards-Svetlic: If approved, is the intention that this becomes part of our standard operating procedures for AWH4T, or is this solely for the HUD application?
 - 1. We intentionally made the distinction that this is a “statement” and not a “policy,” so it will not necessarily be incorporated into general practices.
- vi. Question from virtual attendee: If an agency is using harm reduction practices, would they have to stop?
 - 1. The remedy portion of this statement states that if a CoC-funded housing project, they be encouraged to engage in technical assistance with the Lead Agency to remediate the behavior, and they could potentially lose points in a future competition.
- vii. Motion to Approve: Shay Wilson; Second: Maj. Wes Philips
 - 1. 12 in favor, none oppose or abstain: **Approved**

3. Lead Agency Updates

a. CoC Program Updates, Len Dittmeier

i. CoC Program Competition

- 1. Following approval of the Final Priority Listing, final notifications of project selection will be sent out to all applicants.
- 2. Organizations with selected project applications will receive instructions to begin entering their projects into e-snaps. Applicants are asked to submit PDF exports of their e-snaps applications to Housing Solutions by August 11th at 3pm for quality review. Application questions can be sent to nofo@housingsolutionstulsa.org.
- 3. The collaborative application will be posted for review on August 20th which is a few days prior to the end of the competition. Feedback will be gathered and incorporated prior to submission to HUD.

ii. Lauren Sherry: What is the review timeline? When will we hear from HUD?

- 1. HUD states in the NOFO that decisions will be issued in December, but HUD has experienced recent delays. It may not be until January when we receive an update.

b. Data Updates, Olivia Denton Koopman

- i. Shelter System Performance: Shelter Rapid Exit Strategy is averaging 13 day stays before successfully exiting to permanent or temporary housing.
- ii. Housing Placements: 1,135 individuals were housed in 2025, and AWH4T is set to exceed this in 2026. In the first half of the year (January - June 2026), 865 people



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were housed. The top 3 exit pathways included exiting RRH, self-paid fair market rent, and living with family.

iii. Data Star Award: Tulsa Day Center

1. The TDC team receives the Data Star Award for maintaining data quality with the most diversified portfolio!

4. Meeting Topics

- a. Resource Spotlight: Youth Services of Tulsa's Targeted Housing Assistance Program, Beth Edwards-Svetlic & Jessica Richardson
 - i. Youth Services of Tulsa presents an overview of their new Targeted Housing Assistance Program (THAP) in partnership with Point Source Youth. Purpose of this program is to prevent homelessness before it begins by providing direct cash to participants alongside supportive services. See slides for detailed information.

5. Meeting Wrap-Up

- a. Training Opportunities
 - i. HMIS Basics & Skill-Building trainings are now being held weekly on Thursdays from 1pm-2:30pm, and Introduction to the CoC trainings are held biweekly on Tuesdays.
 1. To register for a training, please complete the [New User Registration Form](#)
 - ii. **Professional Boundaries & Ethics** (AWH4T x Haruv USA) is being held virtually on August 26th from 9am-12pm
- b. Public Comments
- c. Next Meeting: Tuesday, **September 8th** at Legacy Plaza East Conference Center
- d. Adjourn: 2:35pm

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X	Emily Hall , Vice Chair	City of Tulsa	Fixed Position, Appointed	07/24 – N/A
☐	Mark Vancuren	Tulsa County	Fixed Position, Appointed	07/25 – N/A
X	Noe Rodriguez , Chair	Tulsa Day Center	Provider Representative, Elected	01/24 – N/A
X	Claudia Brierre , Treasurer	INCOG	Fixed Position, Appointed	07/24 – N/A
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A Way Home for Tulsa Leadership Council Governance Charter

Approved: Pending

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Preamble

The Continuum of Care (CoC) program is a project of the U.S. Department of Housing & Urban Development (HUD); the CoC Program funds collaborative efforts across the country, each coordinated by a local Lead Agency, and supports municipal, state-wide, and regional coalitions in the development and implementation of a community approach to preventing and ending homelessness.

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.

This Charter shall outline the structure, purpose, rules, and responsibilities of AWH4T Leadership Council members.

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. **AWH4T encourages the selection or designation of representatives with lived experience of homelessness when available.** 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.

Appointment

Appointed members shall be appointed by the organizations which they represent. All appointed members must **serve in leadership roles within their organization** or be elected officials. Appointed members must maintain employment with their organization for the duration of their time on the Leadership Council. In the event **a member departs from the appointing agency**, the seat will remain vacant until a new employee is appointed. Appointments can happen at any time of the year.

Nomination

To fill a vacant elected or invited seat, an Open Call announcement will be issued by the Lead Agency informing the community of an upcoming vacancy on the Leadership Council. 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.

Elected Members

All elected members should be executive leadership. AWH4T CoC-Funded Agencies and 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 Executive Committee, and meet all CoC partnership requirements.

The Lived Experience representatives will be elected by those committees.

Invited Members

Invited members will represent a group or agency needed to support AWH4T strategic priorities and initiatives. 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.

Vacancy

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

Section 2.3 Terms of Membership.

For the purposes of this section, a year is considered twelve (12) months from the month the member becomes active (e.g. a member selected in December/June would begin serving in January/July and the term will in December/June of the term expiration year). A representative may be re-elected to the Leadership Council after a period of twelve (12) months of non-service on the board.

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 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) will 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.

Removal

Representatives who attend less than 75% of meetings in the preceding 12 months or miss three (3) consecutive meetings may be subject to removal from the Leadership Council by recommendation of the Executive Committee. The CoC Lead Agency shall be responsible for monitoring compliance with the attendance policy and providing attendance reports to 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 representative or 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 Responsibilities.

The 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, **in partnership with AWH4T committees, task groups, and collaborative** 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 ensure their adherence.
- d) Approve and monitor standard system-level and project-level performance targets 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) 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.
- g) 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) 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) Host at least two annual meetings for the full A Way Home for Tulsa (CoC) membership, with published agendas.
- f) Serve as Tulsa’s [HUD-required Tulsa City/County Continuum of Care Board](#) and fulfill all related requirements.
- g) 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.
- h) Designate a Homeless Management Information System (HMIS) and an HMIS Lead to manage it. 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.
- i) Meet as required to review and act on annual funding requests and ranking of applications in response to the timing requirements set by HUD for the Continuum of Care Program Notice of Funding Opportunity (NOFO).

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. **The Vice Chair shall assist with the recruitment of new members.** If the position of Chair becomes vacant, the Vice Chair shall serve in that capacity until a replacement is selected.

The Secretary will **coordinate with the Lead Agency** to 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 work collaboratively with agencies to submit Letters of Support to the Leadership Council and sign off on the letters as the Leadership Council designee.** 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 Committee and identifying Rank & Review Panel members as needed. 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 **one-year term** becomes the chair for a **one-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 the Leadership Council, Leadership Council will elect each a Secretary and a 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.

Section 4.3 Other Roles.

Chair Emeritus

The Chair Emeritus shall serve in an advisory capacity to support Leadership Council governance and leadership. The Chair Emeritus shall assist with the transition and onboarding of the incoming Chair and advise the Executive Committee and serve as sponsor for the Standards Committee. If the Chair Emeritus no longer serves as a Leadership Council member, they shall not retain voting privileges on the Leadership Council.

Each January (as applicable), upon completion of their term, the outgoing Chair shall serve as Chair Emeritus for a one-year term. The Chair Emeritus shall not be eligible to serve consecutive terms in this role.

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 of the full CoC membership 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. All-member meetings will focus on highlighting community interests and concerns (i.e., strategic planning, system performance). Topics may include:

- a) Committee, Task Group, and Collaborative reports
- b) Ending long-term homelessness reports
- c) HMIS Lead agency reports
- d) CoC program reports
- e) Tulsa City/County reports
- f) Legislative updates
- g) 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. Information should be sought from members through a variety of means (i.e., focus groups, presentations, meetings, surveys, etc.).

Section 6.2 Resolutions.

Voting matters will generally be submitted in the form of a resolution to the Lead Agency at least 15 days prior to the following Leadership Council meeting, however exceptions will be made for urgent matters/exigent circumstances. Non-urgent resolutions received 15 days prior to an AWH4T All-Member meeting may be required to wait for consideration until the next regularly scheduled Leadership Council meeting. AWH4T official bodies, representatives, and member agencies may submit resolutions for Leadership Council consideration.

Scope of Resolutions

Resolutions may be submitted for Leadership Council consideration regarding the following matters:

- a) Endorsements
- b) Approval of Leadership Council meeting minutes
- c) AWH4T Strategic Plan
- d) Changes to AWH4T Policy and Procedures, Service Standards, and other governing documents
- e) Changes to Coordinated Entry System Prioritization
- f) Committee recommendations
- g) Designation of new Committees and Task Groups
- h) Matters related to the allocation of funding

All proposed resolutions will be reviewed by the Lead Agency to ensure compliance with the above standards prior to Leadership Council consideration.

Section 6.3 Reports.

Member agencies and AWH4T official bodies may submit matters for Leadership Council discussion in the form of a report. Reports shall not be considered for a Leadership Council vote unless otherwise proposed through a Resolution. Reports must be submitted to the Lead Agency at least 15 days prior to the following Leadership Council meeting, unless an exception is granted.

Reports may be followed with proposed Resolutions. Leadership Council may refer discussion matters to an appropriate Committee, Task Group, or Collaborative for further discussion or development.

Scope of Reports

Reports may be submitted for Leadership Council discussion regarding the following matters:

- a) Committee, Task Group, or Collaborative updates
- b) System or programmatic updates
- c) Member agency updates
- d) Community concerns
- e) Other matters for Leadership Council discussion or guidance

All submitted reports will be reviewed by the Lead Agency to ensure compliance with the above standards prior to Leadership Council consideration.

Section 6.4 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) A majority of those voting shall determine whether a resolution is adopted or defeated.
- g) 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.

Section 7.4 Standing Committees.

Executive Committee shall address matters related to AWH4T governance, meetings, and administration. This committee shall be comprised of the Leadership Council Officers and sponsored by the Chair.

Membership Committee shall address matters of recruitment, new membership, membership compliance, and removal. The Vice Chair shall serve as sponsor of the Membership Committee.

Funding Committee shall address matters related to funding opportunities, local priorities, and development of competition materials. The Treasurer shall serve as sponsor of the Funding Committee.

Communications Committee shall address matters related to public awareness, community engagement, and public policy. The Secretary shall serve as sponsor of the Communications Committee.

Standards Committee shall address matters related to the revision of AWH4T Service Standards, Coordinated Entry System prioritization, and other AWH4T policy and procedures. The Chair Emeritus shall serve as sponsor of the Standards Committee.

Documentation

Standing Committees shall maintain documentation of their meetings and activities.

Documentation shall include:

- a) Meeting agendas detailing matters for discussion;
- b) Meeting notes documenting attendance, matters discussed, and action steps; and
- c) Recommendations to Leadership Council

The Standing Committees Champion and Sponsor shall coordinate documentation requirements.

Decision-Making Procedures

Standing Committees, as official bodies of AWH4T, may provide recommendations to the Leadership Council on matters within their established purpose and scope. Committees should have an established process for determining recommendations to 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 8.1 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.
 - Provide technical support, data, and accountability to the Leadership Council, Task Groups, Committees, and Collaboratives;
 - Serve as fiscal agent for any AWH4T funds received unrelated to its role as Collaborative Applicant; and
 - 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:
 - Code of Conduct and recusal processes for the Leadership Council and its members;
 - An HMIS privacy plan, security plan, and data quality plan; and
 - 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 Program Competition 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) In partnership with the Secretary, provide notices of meeting dates, times and locations, develop meeting agendas, take minutes of the meetings, record votes, and mark/monitor the attendance of the Leadership Council and partner agencies.
- c) Develop and implement a process for accepting suggestions or nominations for Task Group Champions, Committees, Collaboratives, and Leadership Council.
- d) 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.
- e) 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 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 Prohibited Conduct.

All members may be subject to disciplinary action for engaging in prohibited conduct toward any program participants, employees, other AWH4T members, partner organizations, and members of the public. Prohibited conduct includes, but is not limited to:

- a) Discrimination
- b) Bullying or intimidation
- c) Threats or violence
- d) Retaliation
- e) Gross mismanagement of funds
- f) Failure to disclose conflicts of interest
- g) Misrepresentation of information
- h) Other serious misconduct

Section 10.2 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 **regarding allocation of federal funds** in accordance with [2 CFR Part 200](#). The board of the CoC Lead Agency will abide by the conflict of interest requirements outlined below.

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.

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.

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 10.3 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. **The Executive Committee shall review the reported violation and provide a recommendation for further action to the Leadership Council.** 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.

The Executive Committee shall review the reported violation and provide a recommendation for further action to the Leadership Council. Actions affecting a representative's participation on the Leadership Council shall be conducted in accordance with Section 2.3 of this Charter.



A Way Home for Tulsa Membership Charter

Approved: Pending

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Preamble

The Continuum of Care (CoC) program is a project of the U.S. Department of Housing & Urban Development (HUD); the CoC Program funds collaborative efforts across the country, each coordinated by a local Lead Agency, and supports municipal, state-wide, and regional coalitions in the development and implementation of a community approach to preventing and ending homelessness.

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.

This Charter shall outline the structure, purpose, rules, and responsibilities of AWH4T member agencies.

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 homeless assistance providers;
- c) Victim service providers;
- d) Faith-based organizations;
- e) Governmental entities, including local, state, and federal agencies as well as Tribal Nations;
- f) Businesses;
- g) Advocacy agencies;
- h) Public housing agencies, including the Housing Authority of the City of Tulsa;
- i) School districts and early childhood service agencies;
- j) Social service providers;
- k) Mental health care providers, including Certified Community Behavioral Healthcare Centers (CCBHCs) and substance use treatment providers;
- l) Hospitals, primary care providers, and other medical care agencies;
- m) Universities, other secondary and technical education institutions;
- n) Affordable housing developers;
- o) Law enforcement and alternative court systems;
- p) Workforce development and job training agencies;
- 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 re-entry services; and
- s) The CoC Lead Agency as an ex officio member.

Section 1.2 Membership Types.

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

- **CoC-Funded:** 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 housing and housing-related services to people experiencing homelessness. Organizations that meet this definition must apply for membership as a Service Provider.
- **Coalition Member:** organizations who do not provide any direct client care. 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 Membership Benefits.

Each member organization shall be eligible for the benefits associated with their membership type:

CoC Funded

- a) Access to AWH4T events and training opportunities
- b) Access to HMIS and the Coordinated Entry System
- c) Priority consideration for endorsements and Letters of Support for future projects
- d) Participation in committees, task groups, and collaboratives
- e) Enhanced Technical Assistance provided by the Lead Agency, including but not limited to assistance with:
 - a. Data collection
 - b. Data reporting, including Annual and Quarterly Performance Reports as needed
 - c. Programmatic development and support
 - d. CoC Program Funding Competition applications
- f) Public use of AWH4T Service Provider designation

Service Provider

- a) Access to AWH4T events and training opportunities
- b) Access to HMIS and the Coordinated Entry System
- c) Letters of Support*
- d) Participation in committees, task groups, and collaboratives
- e) Technical Assistance provided by the Lead Agency, including but not limited to assistance with:
 - a. Data collection
 - b. Data reporting
 - c. Programmatic development and support
 - d. CoC Program Funding Competition applications
- f) Public use of AWH4T Service Provider designation*

Coalition Member

- a) Access to AWH4T events and training opportunities
- b) Participation in committees, task groups, and collaboratives
- c) Public use of AWH4T Member designation

Coalition members are ineligible for Letters of Support from the Leadership Council.

* Does not apply to pending members.

Section 1.4 Member Selection.

Application

Organizations may submit an application for membership at any time; applications should be submitted to the Lead Agency. The AWH4T Membership Committee and 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.

Orientation

All member organizations approved for Service Provider membership through the processes outlined in this document shall undergo a 12-month orientation period. During this period, organizations shall be considered "Pending Members" of AWH4T. Pending Members shall be eligible for the benefits associated with their membership type, with the exception of Letters of Support and public use of AWH4T Service Provider designation.

During this period, Pending Members will be oriented to AWH4T standards, processes, and procedures. The Lead Agency shall coordinate partnership between the Pending Member and an established AWH4T member agency of similar type, size, mission, and/or target population, as needed. Upon completion of the 12-month orientation period, Pending Members will be evaluated by the Membership Committee to ensure engagement with AWH4T and adherence to the requirements established within this Charter. If the Pending Member is determined to be out of compliance, the organization shall not receive full membership. 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.

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 recommendation of the Membership 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.

If after 12 months and demonstration of a significant change to leadership, mission, service delivery, or other core organizational features, organizations who are removed from AWH4T can reapply for membership.

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

- a) Receives 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) 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. [Enhancing public health and safety](#); and

- i. Authentic Lived Experience Engagement.
- d) Proven alignment and support of the [AWH4T Strategic Plan](#).
- e) Utilizes HMIS and adheres to [HUD HMIS Data Standards](#) (or equivalent systems for victim service providers).
- f) Actively participates in the Coordinated Entry System.
- g) Supports the documentation of AWH4T services by annually providing the CoC Lead Agency with information on agency programs, including referral processes, eligibility criteria, and services provided.
- h) Participates in the annual Point in Time (PIT) count and Housing Inventory Count (HIC).

Service Provider

- a) Agrees and adheres to the AWH4T Code of Conduct.
- b) 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. Enhancing public health and safety; and
 - i. Authentic Lived Experience Engagement.
- c) Demonstrates alignment and support of the [AWH4T Strategic Plan](#).
- d) 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).
- e) Participates in the Coordinated Entry System (CES), including annual reporting, referring eligible participants to the By-Name List (BNL), and accepting CES referrals for housing programs, unless an exception is granted.
- f) Supports the documentation of AWH4T services by, at least annually, providing the CoC Lead Agency with information on agency programs, including referral processes, eligibility criteria, and services provided.
- g) Participates in the annual Point in Time (PIT) count and Housing Inventory Count (HIC).

Coalition Member

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

If a member organization is interested in switching from one type of membership to another, they would need to resubmit an application for consideration by the Membership Committee.

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 Prohibited Conduct.

All members may be subject to disciplinary action for engaging in prohibited conduct toward any program participants, employees, other AWH4T members, partner organizations, and members of the public. Prohibited conduct includes, but is not limited to:

- a) Discrimination;
- b) Bullying or intimidation;
- c) Threats or violence;
- d) Retaliation;
- e) Gross mismanagement of funds;
- f) Failure to disclose conflicts of interest;
- g) Misrepresentation of information; and
- h) Other serious misconduct

Section 3.2 Conflict of Interest.

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 the conflict of interest requirements outlined below.

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.

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 it's 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.

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.

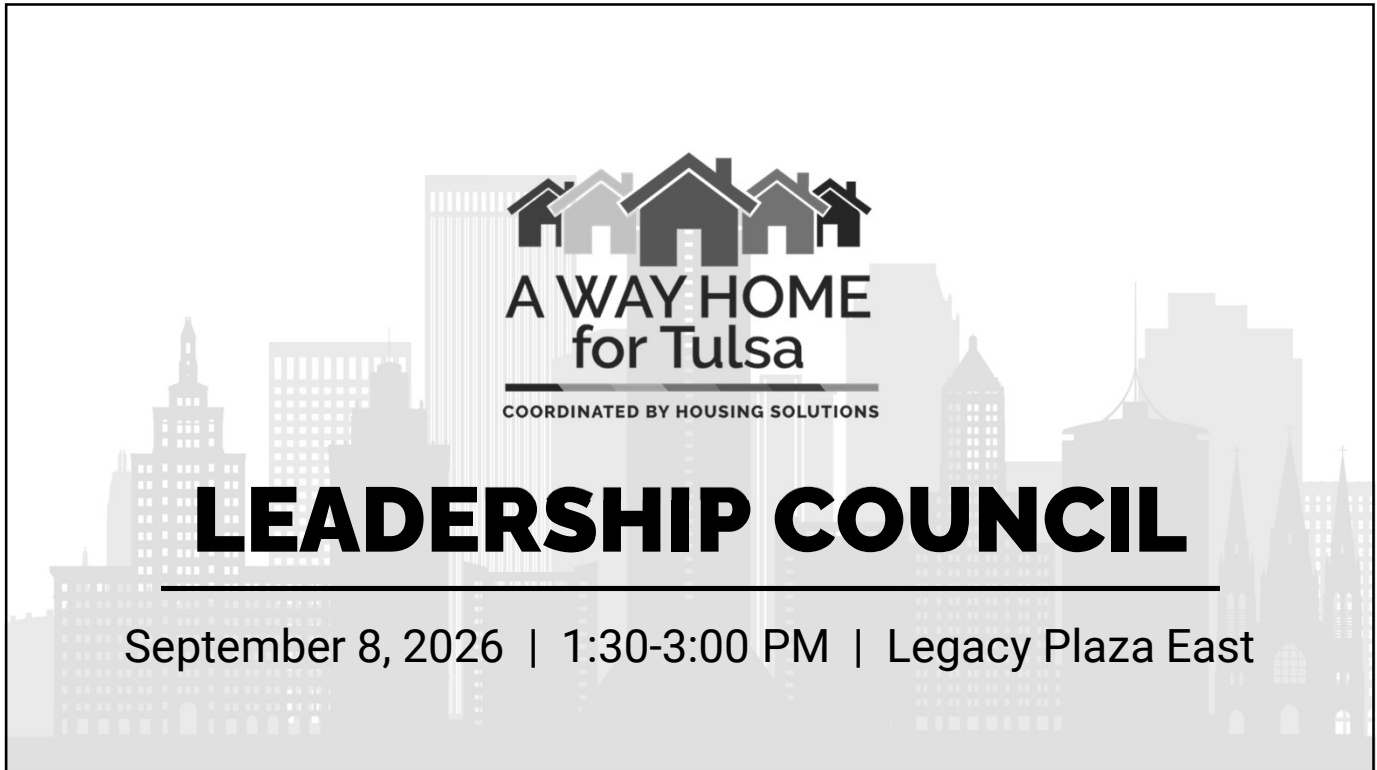
Section 3.3 Violations and Disciplinary Actions.

Violations of the above-listed elements of the AWH4T Code of Conduct 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 **membership benefits**;
- b) Censure by the AWH4T membership; and/or

- c) Expulsion from AWH4T of the member organization that individual represents.

The Membership Committee shall review the reported violation and provide a recommendation for further action to the Leadership Council. Actions affecting an organization's membership status shall be conducted in accordance with Section 1.4 of this Charter.



1

Agenda

- **Meeting Introduction**
 - Welcome & Call to Order
 - Roll Call
 - AWH4T Trivia
- **Discussion & Approval of:**
 - August 2026 Minutes
 - Addition of Executive Sessions
 - CoC Program Competition Status
 - Governance Charter Revisions
 - Membership Charter Revisions

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Roll Call

- Ginny Hensley, Tulsa Housing Authority
- **Emily Hall, Vice Chair**, City of Tulsa
- Mark Vancuren, Tulsa County
- **Noe Rodriguez, Chair**, Provider: Tulsa Day Center
- **Claudia Brierre, Treasurer**, INCOG
- Shay Stanfill, Cherokee Nation
- Sarah Grounds, Provider: City Lights
- Beth Edwards-Svetlic, Provider, Youth Services of Tulsa
- Shay Wilson, Participant Advisory Group
- Alexander Smith, Youth Action Board
- Lauren Sherry, Business: QuikTrip
- Michael DuPont, Funder: Schusterman Family Philanthropies
- Annie Mitchell, At-Large: Tulsa Area United Way
- Zack Stoycoff, At-Large: Health Minds Policy Initiative
- **Stephanie Horten, Secretary**, At-Large: JusticeLink
- Maj. Wes Phelps, At-Large: Tulsa Police Department

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AWH4T Trivia



When do HMIS Basics & Skill-Building trainings take place?



Every Thursday from 1pm-2:30pm



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IN-PERSON VOTE

Meeting Minutes



Review August minutes



Discuss questions, comments, revisions



Vote to approve



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DISCUSSION

Executive Session

The addition of Executive Sessions to Leadership Council meeting agendas for council members.

- Council members would meet immediately following the Leadership Council meeting
- Would be reserved for council members only where they could discuss questions and potential presenters
- Executive Sessions would be allotted ~30 minutes and begin at the next Leadership Council meeting on October 13th

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DISCUSSION

CoC Program Competition Status

The CoC Program Competition remains on hold. The Federal District Court of Rhode Island ruled in the National Alliance to End Homelessness' lawsuit, vacating the NOFO.

- HUD's appeal of the partial summary judgment is in process
- The First Circuit Court has requested more information from both parties to assist in their decision-making
- We will continue to provide updates as we learn them
- If interested, you can follow [NAEH v HUD lawsuit updates](#)

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IN-PERSON VOTE

Governance Charter Revisions

The Executive Committee completed the annual review and revision of A Way Home for Tulsa Governance and Membership Charters. Key changes to the Governance Charter include:

- Leadership Council member's attendance requirements
- Clarification and changes to Leadership Council officers' roles, responsibilities, and terms
- Addition of Chair Emeritus position
- Introduction of "reports" and "resolutions"

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IN-PERSON VOTE

Governance Charter Revisions

The Executive Committee completed the annual review and revision of A Way Home for Tulsa Governance and Membership Charters. Key changes to the Governance Charter include:

- Expansion of “Standing Committees”
 - Includes their descriptions and procedures
 - Introduction of a “Membership Committee”
- “Prohibited Conduct” added to the Code of Conduct Policy
- Inclusion of “Conflict of Interest” policy under the “Code of Conduct” policy

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IN-PERSON VOTE

Membership Charter Revisions

The Executive Committee completed the annual review and revision of A Way Home for Tulsa Governance and Membership Charters. Key changes to the Membership Charter include:

- Changes to “Service Provider Member” description and duties
- Listed membership benefits
- Addition of an “Orientation” period to the member selection process
- “Prohibited Conduct” added to the Code of Conduct Policy
- Inclusion of “Conflict of Interest” policy under the “Code of Conduct” policy

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Lead Agency Updates

- **System & Policy Updates**, Mark Smith
- **Data Updates**, Olivia Denton Koopman



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System & Policy Updates

Presented by:

Mark Smith, msmith@housingsolutionstulsa.org



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Data Update

Presented by:

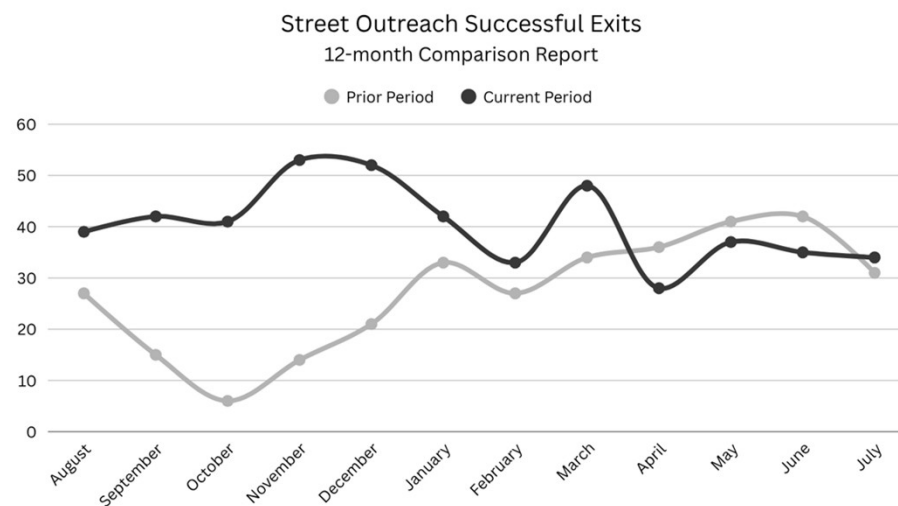
Olivia Denton Koopman, odentonkoopman@housingsolutionstulsa.org



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Encampments & Unsheltered Location Data

Successful Exit Historical Analysis



34 successful exits last month

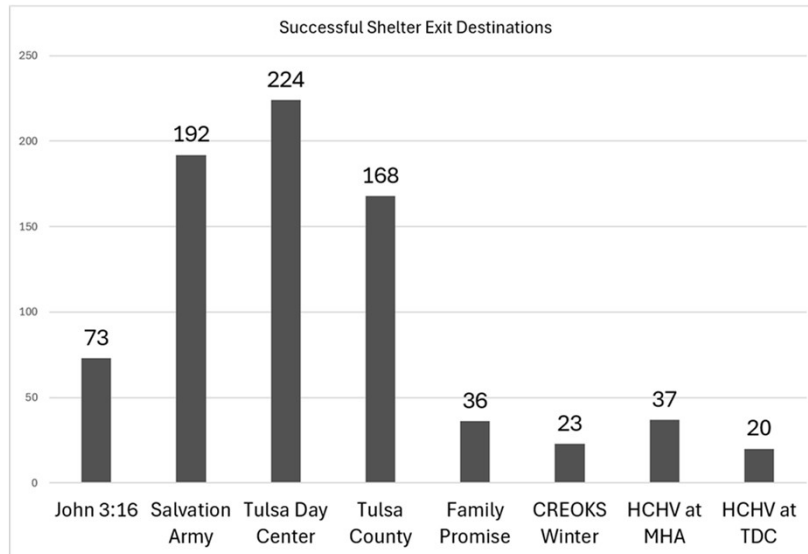
All CoC Street Outreach programs

Includes exits to temporary locations

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Shelter System Performance

Successful Exits from Emergency Shelters



Shelter Exits since
October 1st

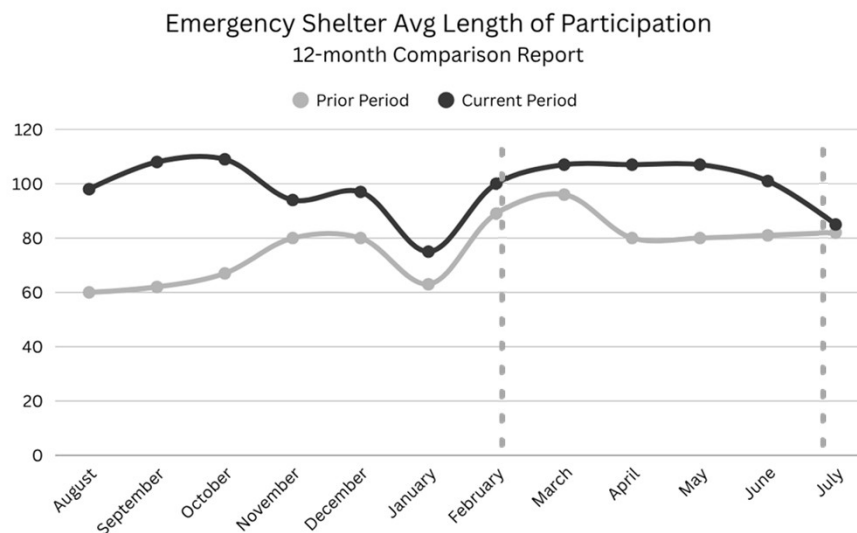
773 successful exits
from shelter system

Rapid Exit Strategy -
Avg 14 days to
Successful Exit

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Emergency Shelter Data

Average Length of Participation



Winter month
decreases can be
attributed to individuals
from encampments
seeking shelter during
cold weather events

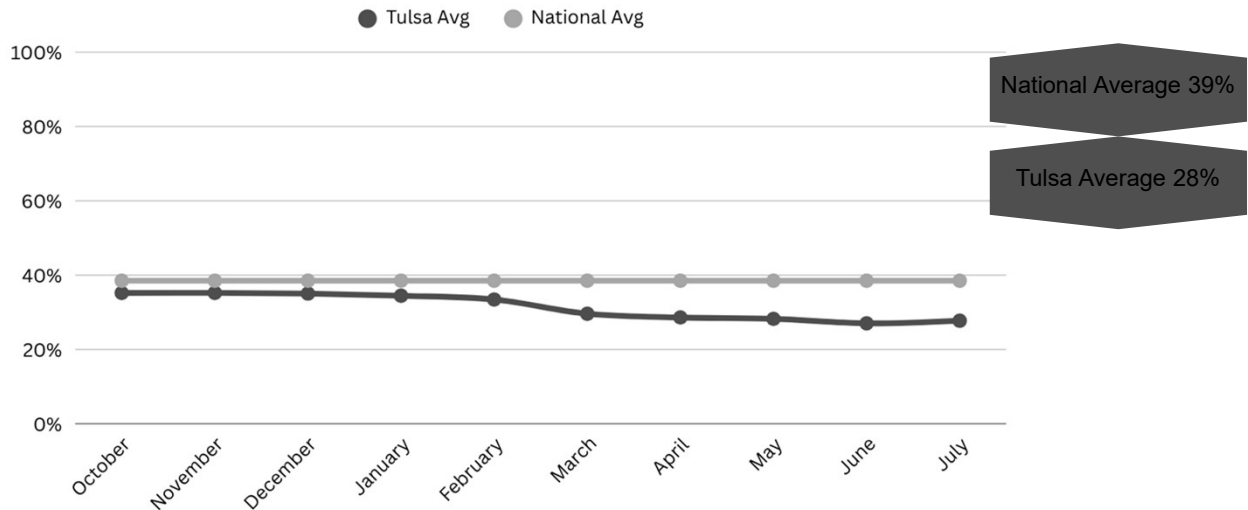
Feb 2026:
Implementation of
Rapid Exit strategy

July 2026: First referral
sent for Shelter to
Housing RRH

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Current Clients Increasing Income

includes 12-month lookback period

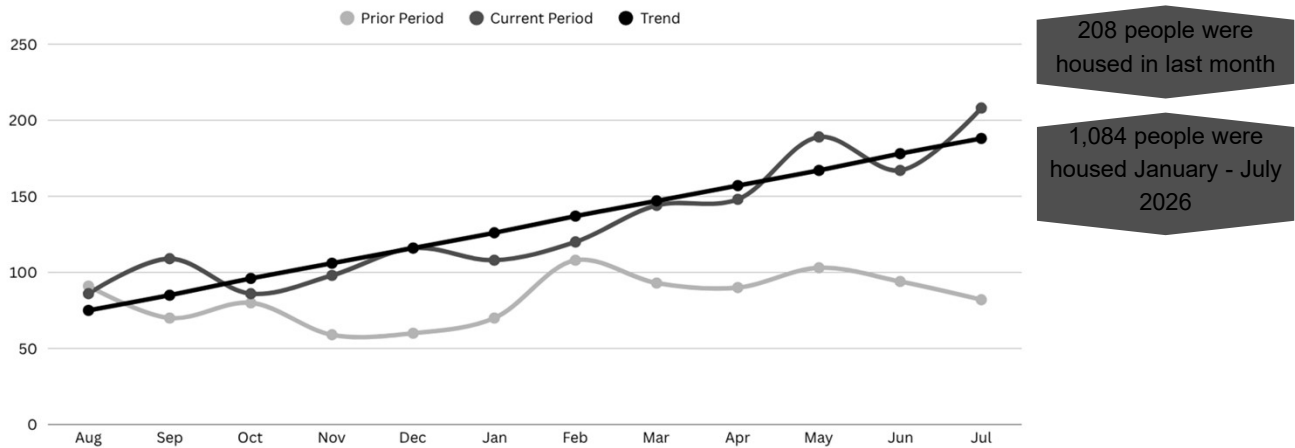


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Housing Placements

Historical Analysis

Housing Placements
12-month Comparison Report



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Data Quality

Current HUD Fiscal Year

Category	Data Element	Performance Rate	Benchmark Notes
Timeliness	Record Entry within 3 Calendar Days	88.92%	Needs Improvement
Timeliness	Record Exit within 3 Calendar Days	83.67%	Needs Improvement
Data Quality	Personally Identifiable Information (PII)	69.00%	Needs Improvement
Data Quality	Income Data (At Project Exit)	62.00%	Critical Focus
Data Quality	Exit Housing Destination	61.00%	Critical Focus

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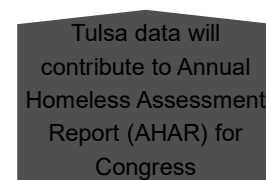
Longitudinal Systems Analysis

HUD Fiscal Year 2025 Report Card Results

Category	Usability Determination
ES/TH/SH-AO	Usable
ES/TH/SH-AC	Usable
ES/TH/SH-CO	Usable
RRH-AO	Usable
RRH-AC	Usable
RRH-CO	Usable
PSH-AO	Usable
PSH-CO	Usable

Opportunity areas to have on our radar...

1. More than 1% missing **Race & Ethnicity** data
2. Unknown **Disability Status** for more than 10% of adults
3. Missing **Prior Living Situation** for more than 5% of households
4. **Exit Destination** missing for more than 5% of households

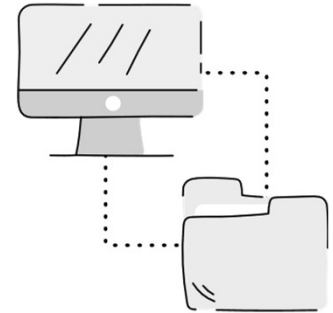


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Data Star Award for Outstanding Agency

...goes to **Family & Children's Services** for integrating data records as a clinical behavioral health center provider!

- Tracking services in the Oklahoma Homeless Management Information System
- Quality data highlights individualized challenges to re-housing and stabilization
- Ability to track how stable housing impacts long-term health outcomes



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RESOURCE SPOTLIGHT

Goodwill Tulsa Workforce Training & Financial Literacy

Presented by:

Steven Hahn, Chief Mission Officer at Goodwill Tulsa



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RESOURCE SPOTLIGHT

City Lights Village

Presented by:

Sarah Grounds, Executive Director at The City Lights Foundation of Oklahoma



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City Lights Village



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Homefulness

Dignity & Hope Through Community.

32



33



34



35



36



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Together, we are closer than we've ever been in making the City Lights Village a reality for our neighbors in Tulsa!

Sarah Grounds
City Lights Foundation
 Executive Director
sarah@citylightsok.org



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Meeting Wrap-Up

- Training Opportunities
- Public Comments
- Next Leadership Council Meeting

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Training Opportunities

Introduction to the CoC & CES

Introductory training to the Continuum of Care and Coordinated Entry System offered to new and long-term partners alike.

- August 18th, 10-11:30 am
- September 1st, 9-10:30 am

HMIS Basics & Skill-Building

Designed for beginners just learning about and planning to use HMIS or those needing a refresher on HMIS basics.

- **Every Thursday** from 1-2:30 pm

To register for a training, please complete the [New User Registration Form](#).

Please reach out to Olivia Denton Koopman (odentonkoopman@housingsolutionstulsa.org) or Emily Hambrick (ehambrick@housingsolutionstulsa.org) for questions or scheduling 1:1/Small Group trainings.

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Training Opportunities

Professional Boundaries & Ethics

Presented for AWH4T partners by Haruv USA

Details

Wednesday, September 24th from 9am – 12pm

Virtual (Registration required)

*No need to re-register if you registered prior to rescheduling

Participants will explore common boundary challenges that arise in outreach, case management, and supportive services, including dual relationships, over-identification, and navigating crisis-driven environments. Grounded in ethical standards and real-world scenarios, the workshop provides practical strategies for maintaining clear, consistent boundaries while building trust with clients experiencing housing instability.



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Training Opportunities

Cultural Competency, Trauma, and Complex Relationships

Presented by Restorative Justice Institute of Oklahoma (RJIOK)

Details

Wednesday, September 30th from 9am – 12pm

Sun Building, Tulsa (Registration required)

Through restorative practices, reflection, and shared learning, participants will strengthen their capacity to stay grounded and open across differences, navigate difficult moments, and build relationships rooted in authenticity, trust, support, and accountability.



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Training Opportunities

Trauma-Informed Care

Presented for AWH4T partners by Haruv USA

Details

Wednesday, October 28th from 8:45am – 12:30pm

OU Tulsa (Registration required)

This training is designed to provide professionals in healthcare and social services with a foundational understanding of how to recognize and respond to the effects of trauma. This approach shifts the focus from asking “What’s wrong with you?” to “What happened to you?” emphasizing the importance of understanding, recognizing, and addressing the signs, symptoms, and risks associated with trauma.



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Public Comment & Resource Sharing



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Next Meeting

Leadership Council Meeting

- Tuesday, **October 13th** from 1:30PM – 3PM
- Legacy Plaza East,
 - Conference Rooms ABC
 - 5330 E. 31st Street

PLEASE SCAN HERE TO SIGN IN



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