Strategy Oversight Meeting Agenda

1. Meeting Introduction
   ☐ Call to order
   ☐ Thank you, Horace Allison!
   ☐ Welcome back, Melissa Quijano!
   ☐ Roll call & Ice Breaker

2. Meeting Business:
   ☐ July 2022 Minutes
   ☐ 2022.Resolution 10. Approval of Charter Amendments
      • Charter w/red-line edits
      • Updated Charter - clean version
   ☐ Open call for Steering Committee seats
      • Open Call information

3. Lead Agency Updates
   ☐ Special NOFO
   ☐ Annual NOFO
   ☐ The Way Home Partner Trainings & Development

4. Strategy Oversight Agenda:
   ☐ YHDP & YAB update
   ☐ Equity and the Consumer Advisory Council (CAC)
   ☐ Income & Employment
   ☐ Community COVID Housing Program (CCHP)
   ☐ Dashboards
   ☐ Data requests

5. Meeting Wrap-Up:
   ☐ Public Comment Guidelines Reminder & Public Comment
   ☐ Next Meeting: Thursday, September 8, 2022, at 3:30pm – business meeting
   ☐ Meeting Adjourn
## Attendance

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<td>Harris County Housing Authority</td>
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Thank you, Horace Allison!
Roll Call & Ice Breaker

As you are called for roll, please let us know you’re here and then answer 1 -2 of the ice breaker questions provided.

• If you won a one-week paid vacation, where would you go and what would you do?
• Do you prefer the city, beach, or mountains, for a vacation? Why and what to do you like to do?
• What is your favorite outdoor activity? Why?
• What is your favorite indoor activity? Why?
• Tell us about your favorite summer memory!
Agenda

Meeting Business:
- July 2022 Minutes
- 2022.Resolution 10. Approval of Charter Amendments – 1
- Open call for Steering Committee At-Large representatives

Lead Agency Updates:
- Special NOFO
- Annual NOFO
- The Way Home Partner Trainings

Strategy Oversight Agenda:
- YHDP
- Equity and Consumer Advisory Council
- Income & Employment
- CCHP
- Dashboards
- Data requests
CoC Steering Committee
Thursday, July 14, 2022

Minutes

0. Meeting Materials
   ☐ Meeting recording (online recording)
   ☐ Meeting packet (pdf)

1. Meeting Introduction
   ☐ Call to order
   ☐ Roll call
      • 15/21 members present – Committee reached quorum.

2. Meeting Business:
   ☐ June 2022 Minutes
      • Pg. 4 – 5 of the meeting packet.
      • Topic begins at 2:31 of the meeting recording.
      • Bob Eury motioned to approve the June 2022 minutes, seconded by Gregory Dread
         • All members in favor and the motion passed unanimously
   ☐ 2022.Resolution 8. Approval of the FY22 Annual CoC NOFO Scoring Tool
      • Pg. 6 – 11 of the meeting packet.
      • Topic begins at 3:22 of the meeting recording.
      • Committee discussion begins at 3:45 of the meeting recording.
      • Motion to approve moved by David Northern Sr., seconded by Gregory
         • All members were in favor and the motion passed unanimously.
      • Public Comment begins at 15:23 of the meeting recording.

3. Lead Agency Updates:
   ☐ FY22 Special NOFO briefing
      • Pg. 12 – 33 of the meeting packet
      • Topic begins at 17:40 of the meeting recording.
      • Committee discussion begins at 39:17 of the meeting recording.
   ☐ Houston Success in the media
      • Topic begins at 55:02 of the meeting recording.

4. Meeting Wrap-Up:
   ☐ Public Comment Guidelines Reminder & Public Comment
      • Pg. 34 of the meeting packet
      • Public comment begins at 1:01:40 of the meeting recording.
   ☐ Meeting Adjourn
      • Motion to adjourn moved by Marc Eichenbaum, seconded by Nakia Sims
      • Next Meeting: Thursday, August 11, 2022, at 1pm – strategy oversight meeting
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1. **Brief Description of Proposed Item:**

This resolution designates the Harris County Domestic Violence Coordinating Council (HCDVCC) as the Domestic Violence (DV) Coordinated Access (CA) Lead of The Way Home Continuum of Care (CoC) as informed by the Violence Against Women Act (VAWA). Housing Protections under the VAWA 2013 Reauthorization, that expanded housing protections, added coverage of sexual assault victims, and mandated compliance from additional housing programs.

**Background:**

CA is a process developed to ensure all people experiencing a housing crisis have fair and equal access to our community’s housing and homeless assistance resources and are quickly identified, assessed for, and connected to flexible housing and service options, including financial/rental assistance, voluntary supportive services, and other mainstream resources based on their self-identified needs, strengths, and goals. CA processes help The Way Home prioritize assistance based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner. The CA processes also provide information about service needs and gaps to help communities plan their assistance and identify needed resources.

Victim service providers play an integral part in our community’s housing and homeless response system by providing permanent housing— including rapid rehousing, shelter, transitional housing, advocacy, and supportive services for victims of domestic violence. Therefore, it is critical that these providers be included as full partners in the community’s coordinated entry process with a DV Lead Agency acting as the coordinating body. This ensures that regardless of where an individual or family presents for assistance, they will be able to access housing and services tailored to their unique circumstances and needs.
As The Way Home DV CA Lead, HCDVCC implemented the DV Coordinated Access System (CAS) in October 2016 and has served as policy oversight & managing entity since inception. This oversight involves staff, recordkeeping documentation, technology, & other infrastructure that supports the operation of the DV CAS.

**Justification:**
The VAWA 2013 Reauthorization specifically speaks to confidentiality for housing programs, including the CoC:

- Requires that information submitted by survivors, including status as a survivor, is maintained in confidence.
- Must ensure that employees of the recipient/sub, landlord, or owner do not have access to the information unless explicitly authorized to carry out the work.
- Cannot ask for Personally Identifiable Information (PII) as a condition of providing housing or related housing services.
- Cannot enter the information into HMIS or any shared database even if it has been encoded, encrypted, hashed or otherwise protected.
- Cannot disclose the information to any other entity unless:
  - Survivor has given informed, written, time-limited consent
  - Required for use in eviction proceeding or hearing regarding termination of assistance
  - Otherwise required by law

2. **Date of Steering Committee Meeting:**
   Thursday, August 11, 2022

3. **Proposed Committee Resolution:**
   Designation of HCDVCC as The Way Home DV CA Lead.

4. **Approval of Steering Committee Vice Chair**

   Signature: ___________________________ Date: ___________________________

   Name: ___________________________
1. **Brief Description of Proposed Item:**

The purpose of the [2022 CoC Charter](#) is to clarify the composition, roles, responsibilities and structure for our local Continuum of Care (CoC), which we call The Way Home.

The Lead Agency and Youth Homeless Demonstration Program (YHDP) Youth Action Board (YAB) established a sub-committee to develop the following recommended amendments to the 2022 CoC Charter. The YHDP is an exciting new initiative designed to prevent and end youth homelessness, and the YAB is a committee of youth and young adults (YYA) who provide strategic direction and oversight to the activities connected to the YHDP.

The goal of this sub-committee was to purpose language for the recommended At-Large Consumer Representative seat specific to the YHDP YAB. In addition to the YHDP YAB recommendations, the Lead Agency recommends the following amendments:

- Add one (1) seat to the At-Large Consumer Representative section – This seat is specifically for a Chair of the YHDP YAB and an appointed Alternate.
  - Language about the selection process for the seat and the term for membership was also added for clarity and transparency purposes
- Add clarifying language about the Open Call process for the Steering Committee
- Replace the Consumer Input Forum (under committees and workgroups) with the newly developed Consumer Advisory Council (CAC)
- Add the YHDP YAB to the committee/workgroup section
- Add relevant definitions

2. **Date of Steering Committee Meeting:**

Thursday, August 11, 2022
3. **Proposed Committee Resolution:**
   Approval of the proposed amendments to the 2022 CoC Charter.

4. **Approval of Steering Committee Chair**

   Signature: ____________________________ Date: ____________________________

   Name: ___________________________________________
Open Call for At-Large Representatives
To Address Unsheltered and Rural Homelessness

Grant Conference held on July 7, 2022

TX-700 CoC Max.*

$44,305,087 for all 3 years

$14,768,362 per year

Only 125 awards will be granted

No more than 10 CoCs per state (highest scores only)

Additional information can be found here: The Way Home Partner Portal (homelesshouston.org)

For Agencies Applying Projects & Attachments Due: Friday, August 26, 2022, by 11:59:59AM CST
The Notice of Funding Opportunity (NOFO) for the Fiscal Year (FY) 2022 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants has been posted on Grants.gov and will be available on the Funding Opportunities page on HUD’s website later today. Additional resources will be available on the Continuum of Care Program Competition page of HUD’s website.

Please be on the lookout for local competition dates and information to be posted soon!

Questions? Please reach out to NOFO@homelesshouston.org

CoC Collaborative Application Due: Friday, September 30, 2022
The Way Home Training and Partner Development

Thank you to all partners who have attended our TWH Domestic Violence Training Series; special thanks to the Harris County Domestic Violence Coordinating Council (HCDVCC), who facilitated this series for partners of TWH. These training and resources will be available on our partner page later this month.

Next up: The Way Home Partner Finance Bootcamp Series, in partnership with Your Part Time Controller- this three-part kicks off Thursday, August 11th at 10:00 am. Points of discussion include nonprofit financial basics, best practices, compliance requirements, and financial planning for the future.

The Lead Agency will roll out additional training around cultural competency, DEI, case management 101, and many more topics throughout the Fall.

Please note: These training/development opportunities are ONLY for official partners of The Way Home and their staff. Partnership is always open. Not sure if your organization is an official partner? Contact Caybryn Southern at csouthern@homelesshouston.org.
Strategy Oversight
Meeting Topics
“We must be willing to get rid of the life we have accepted, so that we may obtain the life that is destined for us.” - Houston YAB
YHDP Status Update

• July: All applications submitted in eSNAPS
• July- September: Projects are under review with HUD
• September: Expected to get to contract
• October- November: Hiring and onboarding
• December: Projects begin
• 2-year project demonstration period
YHDP Review and Ranking Committee Pilot Demographic Survey

- Gender Identity
- Sexual Orientation
- Race/Ethnic Identity
- Age
- Lived Experience
- Areas of Expertise
- Disability

Tell us about your race/ethnic identity (check all that apply)

Answered: 10  Skipped: 0

- Indigenous/Native: 10.00%
- Chinese: 20.00%
- Vietnamese: 20.00%
- South Asian/Indian: 40.00%
- Hispanic: 40.00%
- Latina/Latino/Latinx African American: 40.00%
- Black: 40.00%
- Caucasian: 30.00%
- Pacific Islander: 10.00%
- I identify as:
New YHDP Programs Serving Youth and Young Adults Coming Soon

- Permanent Supportive Housing
  - Temenos
- Joint Transitional and Rapid Rehousing
  - TLC Health and Wellness
  - Spring Branch Community Health Center
  - Covenant House
- Diversion Plus
  - The Montrose Center
  - Montrose Grace Place
  - Houston ReVision
- Outreach
  - RFP pending
- Housing Navigation
  - Search Homeless Services
- Employment Navigation
  - The Montrose Center
- Coordinated Access: YYA Trained Assessors
  - TLC Health and Wellness
The Way Home YHDP
Youth Action Board (YAB)
Youth Homeless Demonstration Program (YHDP)...... What is it?

- The Youth Homeless Demonstration Project (YHDP) is a federal grant from the U.S. Housing and Urban Development (HUD) designed to promote an end to youth homelessness in our region.

- The Way Home Continuum of Care (CoC), our local homeless response system, applied for the Youth Homeless Demonstration Program (YHDP) in 2021 and received the fourth-highest award in the country – over $10 million from HUD!

- The YHDP provides our community with the funding, technical assistance, and flexibility to develop and implement a coordinated community approach to youth homelessness that matches the needs, assets, constraints, and preferences of our community stakeholders.

- As a part of this initiative, The Way Home CoC is committed to authentic collaboration with youth and young adults who have lived experiences of homelessness.

- As part of the grant award, our community was tasked with creating the Coordinated Community Plan with a goal to reduce the amount of young people (under 25) experiencing homelessness.

- Over the past 11 months, the Youth Action Board (YAB), the Coalition, and Youth partners/stakeholders throughout our region worked together to produce the Coordinated Community Plan (CCP) which details our shared vision, mission, goals, and action steps to prevent and end youth homelessness within our region.
The Way Home Youth Action Board

- The Way Home Youth Action Board (YAB) was established in December of 2021.
- The YAB is a body of Youth and Young Adults (YYA) with lived experience [or expertise] of homelessness. The YYAs on the YAB are change agents who are passionate about preventing and ending youth homelessness throughout The Way Home CoC.
- The YAB is an authentic and equitable partner in every step of the community’s youth homeless response efforts, from planning to implementation of new projects to continuous quality improvement of the youth homeless response system.
- The YAB is a committee made of up to ten (10) YYAs with lived expertise in homelessness; two (2) of these members are leads or co-chairs, three (3) other members are considered core members, and the remaining five (5) makeup the general membership of the YAB.
Youth Action Board
YHDP Involvement

- The YAB developed the vision, mission, and tagline that would guide the YHDP Coordinated Community Plan (CCP).
- Provided feedback and expertise regarding system gaps and barriers for youth and young adults experiencing homelessness in your community (The Way Home YDHP Stakeholder Workgroups, The Way Home Youth Leadership Writing Team, TAC’s YAB Community Call, YHDP Round 4&5 Community Call, YHDP Criminal Justice Focus Group, YHDP Education Focus Group, NCHE Education Cohort)
- Participated in YHDP planning groups with community stakeholders to develop the Coordinated Community Plan (CCP) that was approved by HUD on April 26, 2022.
- Created a Homeless Youth Symposium to educate the community on issues relating to youth homelessness.
- Co-facilitated Community Youth Homelessness Collaboration Training during YHDP Grant Conference
- Participated in the review and selection process of YHDP projects that they want to see implemented in our community; Reviewed YHDP RFP applications and provided feedback to the organizations that they selected to be awarded YHDP funding.
YAB YHDP
Next Steps

1. Cultural Competency Training
2. Program design
3. Project Implementation
4. Continuous Quality Improvement
What do we need from the Steering Committee?

- Future funding needs to sustain this work - YAB and programmatic
- Offer professional development opportunities to members of the YAB
- Opportunities for youth and young adult employment
- Leverage resources from adjacent systems

Q&A

Disrupt the cycle of homelessness!!!!
“Research shows that racial equity has benefits for society. Still, Black, Indigenous, and People of Color (BIPOC) have been systemically excluded and denied equitable access to not only housing but the systems that help people stay housed: health care, education, transportation, and employment.” -USICH
CoC Racial Equity Analysis Tool
Homelessness and poverty counts at the CoC and State level

CoC Distribution of Race

CoC Distribution of Ethnicity

CoC Analysis Tool: Race and Ethnicity - HUD Exchange
2021 – 2026 Community Plan:
Equity Goal
Address Racial Equity and Social Justice

• **Strategy 1:** Analyze the System Data.

• **Strategy 2:** Plan – Create a plan to move forward on Racial Equity work.

• **Strategy 3:** Include People with Lived Experience in a Meaningful Way.

• **Strategy 4:** Hire - Promote hiring and retention practices to further diversify system staff at all levels to better reflect populations served.

• **Strategy 5:** Educate – Institute standardized cultural humility and anti-racist trainings for The Way Home CoC programs and system partners.
Service Experiences and Inequities

• Engage consultant and hire an equity strategist
  • Form an Equity Culture Leadership Work Group and prepare a phased, multi-year plan.
• Plan and prepare to launch a multi-year equity-based trauma-informed culture shift across the homelessness response ecosystem.
Strategy 1: Analyze the Data

Completed Racial Equity Theory of Change Process with Workforce Solutions, our partners and Heartland Alliance to address discrepancies found in Income Now data.

YHDP Coordinated Community Plan included Equity Data and Goals informed by system data and YYA expertise.

Executed MOU with the University of Houston, Ben King Ph.D. to analyze our current Coordinated Access Assessment Tool using a Racial Equity Lens.

- Received preliminary findings late July
- Final report due mid-August
- Will begin work this month with Consumer Advocacy Council (CAC) and Ben King to improve Coordinated Access Assessment Tool
Strategy 2: Plan

• 2022: Release RFP to procure an Equity Consultant to help create a Diversity, Equity and Inclusion (DEI) Plan
  • This plan will inform Strategies 4 (Hire) and 5 (Educate)
• 2022: Submit HUD Technical Assistant (TA) request for HUD support
• Barriers for Steering Committee to consider: Funding

Desired DEI RFP Outcomes:
• Step 1: Equity Landscape Review
• Step 2: Racial Equity Accountability Framework
• Change Management
Strategy 3: Include People with Lived Experience in a Meaningful Way

2020: 2 Seats filled on the Steering Committee

2021: Established Youth Action Board (YAB)

2022: YAB worked with Lead Agency and community partners to write our Coordinated Community Plan to End Youth Homelessness

2022: Core members of the YAB participated on scoring committee for all YHDP projects

2022: Adding 1 Seat to Steering Committee for member of the YAB

2022: Created a Consumer Advisory Council (CAC)
Consumer Advisory Council (CAC) (Lived Experience Workgroup)

CAC is a group of individuals who are receiving or have received services from The Way Home CoC. The group was formed to ensure an organized voice for those with lived expertise of homelessness are working in partnership with The Way Home to evaluate and make recommendations for improvement on all levels of the homeless response system.

We believe it is critical that people with lived expertise are included in all aspects of planning and activities undertaken by the CoC and that we work in partnership to improve the quality and effectiveness of our system.

Priority areas for the CAC for **July to September 2022**

- Assisting in the development of the CoC Plan to Service Individuals & FamiliesExperiencing Unsheltered Homelessness with Severe Service Needs (Special NOFO)
- Assisting in the Equity Evaluation of the Housing Prioritization Tool
- Working in coordination with the lead agency to inform service standards and delivery for projects within our system
DEI in CoC Competitions

In alignment with HUD and NOFO competition priorities for FY 22 our CoC continues to look for additional ways to incorporate and promote racial equity in our system and local competition process. A few ways we are currently addressing this in our local competition process include:

- **Required Racial Equity Survey for all applicants both new and renewing applicants**
  - The survey is divided into two parts. Part-One asks for partners to reflect on their organization's readiness for race equity practices and policies. Part Two focuses on how race equity is being considered across multiple areas of their organization. The purpose of this is to help organizations and the lead agency gather baseline data and information to identify areas for organizational change and improvement.

- **Scorecard Changes**
  - Addition of narrative questions to provide us with an idea of how agencies are addressing incorporating individuals with lived experience at the agency level
  - Describe how your agency identifies areas for improvement and improves service delivery through feedback from past and/or current program participants
  - Describe how the project identifies barriers to participation faced by persons of different races or ethnicities, particularly Black, Native American, Native Alaskan, Native Hawaiian/Pacific Islanders who are overrepresented in the CoC's homeless population
  - Mandatory feedback survey on how agencies are currently collecting client feedback
DEI in CoC Competitions

To increase our efforts in obtaining input and include persons of different races and ethnicities, particularly those overrepresented in the local homelessness population- in COC competitions, we will ask Review and Ranking members to complete an anonymous survey capturing demographic data of all members before competition scoring.

We used this new survey to capture demographic data on Review and Ranking members that participated in the YHDP review process.

What did we learn?

• Most individuals who were part of the review and ranking for YHDP experienced housing instability in their lifetime.
• A majority of individuals represented BIPOC persons
• Review committee included individuals with diverse backgrounds and expertise in child welfare, nonprofit, justice and healthcare
Income & Employment
History of Income Now
November 2015 – April 2017

• Established November 2015
• Texas Workforce Commission (TWC) Funded 17 Income Now Roles
• The Way Home created the following positions with this funding
  • 14 Employment Counselors
    • 3 ECs at Northline, East End and Westheimer Career Offices
  • 11 ECs placed in Coordinated Access Hub Locations
  • 3 System Navigators
    • Mobile resource between 9 Houston Area Workforce Solutions Offices
• Eligibility
  • CoC CA and matched with RRH
    • TWC funding dictated literally homeless or living in shelters only
History of Income Now 2017 - 2018

- **Texas Workforce Commission Income Now Funding Ended**
- New Funding sources Heartland Alliance, Chevron, HUD Identified but much lower than original TWC Funding
- Income Now re-defined as a system that connects people to three income types:
  - Social Security Income/Social Security Disability Income
  - Supported Employment
  - Public Workforce System
- **Income Now Partners:**
  - Career and Recovery Resources
  - Central Houston
  - CFTH
  - Ave 360
  - SEARCH Homeless Services
  - SER Jobs for Progress
  - Workforce Solutions
- **Eligibility:**
  - Referral at Coordinated Access
  - Individuals housed in housing programs now eligible (RRH, PSH)
• Workforce Solutions (WFS) unaware referrals were being made outside of RRH – assumed all referrals had case managers
• Referrals sent without contact information
• Lack of knowledge regarding Income Now program across both systems
• Partner involvement faded
• Lack of Income Now staff – dedicated to Income Now
  • Income Now Navigator responsible for entire region as opposed to CoC jurisdiction only
  • Employment Counselors (ES) in shelters pulled to work on other workloads
• Employment Counselors reach out to TWH clients and are either unable to contact or client is unaware of referral
• Referrals to WFS can only be made in HMIS with CA credentials
• HMIS is not being fully utilized to track outcomes
• WFS is not sending relevant data or any data quarterly (per MOU)
Income: What are we doing now?

Income Now
- Partnership with Work Force Solutions
- Direct Referral in HMIS to local career offices

CCHP Career and Recovery Income Support
- Direct Referral in HMIS to Career and Recovery Employment Services

SOAR Expansion

Income Web Page [Income & Employment (homelesshouston.org)]

Quarterly Income Initiatives Webinars
CFTH Income Team
[CFTHIncome@homelesshouston.org]
- Training
- Technical Assistance
- Process/Assist with DV Income Referrals
CoC NOFO Performance Measure 4:
Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

• Collecting income information throughout project stay:
  • Supports plans to link clients with all income sources and benefits for which they are eligible
  • Helps CoCs improve system design and partnerships by analyzing cross-systems connections to ensure access to additional income sources
  • Increases overall CoC NOFO Score

*** Scored against our previous year’s performance
How are we doing?

Compared to national data.
Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period FY 2021
- Percentage of adults who increased earned income
  - Goal: over 7%
  - YTD (Oct-21 to Jul-22): 7%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period
- Percentage of adults who increased non-employment cash income
  - Goal: over 26%
  - YTD (Oct-21 to Jul-22): 26%

Metric 4.3 – Change in total income for adult system stayers during the reporting period
- Percentage of adults who increased total income
  - Goal: over 30%
  - YTD (Oct-21 to Jul-22): 30%

Metric 4.4 – Change in earned income for adult system leavers
- Percentage of adults who increased earned income
  - Goal: over 15%
  - YTD (Oct-21 to Jul-22): 18%

Metric 4.5 – Change in non-employment cash income for adult system leavers
- Percentage of adults who increased non-employment cash income
  - Goal: over 24%
  - YTD (Oct-21 to Jul-22): 19%

Metric 4.6 – Change in total income for adult system leavers
- Percentage of adults who increased total income
  - Goal: over 37%
  - YTD (Oct-21 to Jul-22): 35%

*** The FY22 is not over ***
Positive change when comparing 2019 to 2022, all projects in HMIS

Permanent Supportive Housing (PSH) Data
Positive change when comparing 2019 to 2022, all projects in HMIS
Households with no change to Income

Negative change when comparing 2019 to 2022, all projects in HMIS
How Income Data is Gathered:
HMIS Data Entry

• Collected at Project Start, Update, Annual Assessment and Project Exit
• Complete annual assessments on time (30 days before or after anniversary of entry)
• Recording income in HMIS is not the same as evaluating income for program eligibility or rent calculation. Clients are not required to provide evidence of income.
• Any income associated with a minor used for household expenses & support should be included in head of household’s “Income and Sources” record
• Income data should be only recorded for sources of income that are current as of the information date. Client can give estimate.
What Can You Do?

• Support and lead the effort to shift the culture to the importance of **income connections and data quality**

• Encourage employers to hire our clients

• Advocate
  • Incentivize employment
  • Data sharing

• Flexible Funding
  • Transportation
  • Child Care
  • Obtaining I9 documentation

Helping people experiencing homelessness increase income and stabilize their income is a primary goal of the homeless response system.
CCHP Updates
The Way Home System Performance
CCHP Funding People Served Tracker
July 31, 2022

Total Cumulative Housing Placements - Actual
Pace Without CCHP Funding
CCHP - RRH Placements Tracker

Total Cumulative Housing Placements - Actual

Pace Without CCHP Funding
CCHP - Diversion Placements Tracker

Total Cumulative Housing Placements - Actual

- OCT-20: 0
- NOV-20: 500
- DEC-20: 1000
- JAN-21: 1500
- FEB-21: 2000
- MAR-21: 2500
- APR-21: 3000
- MAY-21: 3500
- JUN-21: 4000
- JUL-21: 4500
- AUG-21: 5000
- SEP-21: 4534

- OCT-22: 4479
- NOV-22: 4216
- DEC-22: 3920
- JAN-22: 3657
- FEB-22: 3289
- MAR-22: 3053
- APR-22: 2727
- MAY-22: 2577
- JUN-22: 2340
- JUL-22: 2116
- AUG-22: 1805
- SEP-22: 1482
- OCT-22: 1167
- NOV-22: 836
- DEC-22: 653
- JAN-22: 459
- FEB-22: 239
- MAR-21: 124
- APR-21: 50
- MAY-21: 24
Households*

*Not all Diversion clients receive housing assistance
Youth Data*

*Household numbers
Race data by program type

- **PSH**: 73% Black/AA, 24% White, 3% Other
- **RRH**: 74% Black/AA, 23% White, 3% Other
- **Diversion**: 77% Black/AA, 19% White, 3% Other

Legend: Black/AA, White, Other
## CCHP Phase 2:

### CCHP Phase 2 Funding: October 2021 - December 2024

<table>
<thead>
<tr>
<th>Activity</th>
<th>Harris County</th>
<th>City of Houston</th>
<th>State</th>
<th>Gap</th>
<th>Total</th>
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<tbody>
<tr>
<td>PSH - Scattered Site</td>
<td>$4,543,280</td>
<td>$ -</td>
<td>$4,518,940</td>
<td>$1,241,240</td>
<td>$10,303,461</td>
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<td>PSH - Site Based</td>
<td>$4,097,863</td>
<td>$ -</td>
<td>$ -</td>
<td>$1,151,920</td>
<td>$5,249,783</td>
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<td>PSH - Preservation</td>
<td>$14,496,182</td>
<td>$3,137,238</td>
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<td>$1,432,323</td>
<td>$19,065,743</td>
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<td>Rapid Rehousing</td>
<td>$ -</td>
<td>$13,458,034</td>
<td>$ -</td>
<td>$7,857,546</td>
<td>$21,315,580</td>
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<tr>
<td>Navigation</td>
<td>$863,740</td>
<td>$450,804</td>
<td>$3,824,827</td>
<td>$2,180,219</td>
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<td>Outreach</td>
<td>$946,672</td>
<td>$3,263,547</td>
<td>$815,684</td>
<td>$3,217,662</td>
<td>$8,738,389</td>
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<td>Client Supports</td>
<td>$5,448,966</td>
<td>$ -</td>
<td>$5,998,862</td>
<td>$2,570,980</td>
<td>$14,027,808</td>
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<td>Diversion</td>
<td>$ -</td>
<td>$2,046,000</td>
<td>$ -</td>
<td>$ -</td>
<td>$2,046,000</td>
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<tr>
<td>Navigation Center</td>
<td>$ -</td>
<td>$4,415,582</td>
<td>$2,147,572</td>
<td>$3,752,710</td>
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<td>System Management</td>
<td>$11,873,153</td>
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<td>$533,663</td>
<td>$2,776,208</td>
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<td>$42,269,856</td>
<td>$26,771,205</td>
<td>$17,839,548</td>
<td>$26,684,633</td>
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</table>
CCHP 2.0
Funded Agencies

- AIDS Foundation Houston
- Avenue 360
- The Beacon
- Catholic Charities
- Career & Recovery
- A Caring Safe Place
- Change Happens
- Coalition for the Homeless
- The Harris Center
- Harris County Domestic Violence Coordinating Council
- Healthcare for the Homeless- Houston
- Houston Housing Authority
- Northwest Assistance Ministries
- Salvation Army
- SEARCH Homeless Services
- Spring Branch Community Health Center
- Temenos
- Wesley Community Center
- West Houston Assistance Ministries
<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
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<tr>
<td>Permanent Supportive Housing</td>
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<tr>
<td>Rapid Rehousing</td>
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<tr>
<td>Permanent Supportive Housing Preservation</td>
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<td>Diversion</td>
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<tr>
<td>Outreach/Navigation</td>
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</tr>
<tr>
<td>Client Supports</td>
<td>1,762</td>
</tr>
</tbody>
</table>
Dashboards

• Overview – The Way Home

Dashboards
Encampments Decommissioned - 57

- Individuals Engaged, n=343:
  - Housed, 78%
  - Self-Resolved, 12%
  - Refused, 10%

- Permanent Housing:
  - RRH, 40%
  - PSH, 60%
Encampment Housing Placements

Locations are where individuals that previously resided in encampments were housed.
Map of Housing Placements

- This map shows the physical locations where individuals in PSH & RRH projects within The Way Home have been housed.
- Each circle represents zip codes for the location where individuals were housed.
- The smaller circles within each bigger circle represents the number of people in that zip code and the location of where they were residing prior to being housed.
Diversion – Exits

88% of Diversion clients do NOT return to the system within 6 months.
Diversion – Financial Assistance

**Rental Assistance**
- 690 (15%)
- $1,646,467

**Security Deposits**
- 442 (10%)
- $248,548

**Gift Cards**
- 276 (6%)
- $94,775

**Motel/Hotel**
- 24 (1%)
- $9,211

**Transportation**
- 97 (2%)
- $8,269

**Utilities**
- 22 (<1%)
- $5,510

**Application Fees**
- 20 (<1%)
- $4,288

**Food**
- 20 (<1%)
- $1,750
Diversion - Services

- Case Management: 91%
- Financial: 6%
- Furniture/Welcome Baskets: 2%
- Food, Transp, Employment: 1%
Diversion- Lessons Learned

- Consider the **funding type** utilized as it may limit the types of services that can be provided.
  
  - **Example:** one of our diversion service provides was only able to provide financial assistance for rental/utility related costs sue to solely being funded by ESG-CV, and as previously noted rental/utility assistance was not always needed.

- **Shared Housing:** Utilizing a shared housing model to help keep clients from entering homeless while providing employment, wellness, and case management services to help the client become more self-sufficient played a role in decreasing the amount of financial assistance spent.

- **Employment services are essential:** While we did eventually embed Income Training in every Diversion Workgroup meeting and limited referrals to Workforce Solutions (Income Now) to Diversion only, having employment specialists within the agencies providing diversion services would be highly beneficial due to the short time frame of the program.
Recidivism*

*Exits between October 2020 – July 2022; Returns 12 months later

- Overall, at 11%
• Speakers will be called upon in the order in which they signed up. Others will be offered an opportunity to speak following.

• Please use the “Raise Hand” function and wait to be called upon if you did not sign up to speak prior to the meeting.

• When called upon, please introduce yourself and your organization (if applicable).

• **Duration of comment: 1 - 3 minutes.** This time limit will be identified with a visible timer shared on the screen, followed by the speaker being muted when the time is complete.
Thank you!

See you next month on September 8, 2022, at 3:30pm.
The Way Home

The Way Home Charter
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A. PURPOSE OF THE CHARTER

This Charter sets out the composition, roles, responsibilities and committee structure for our local Continuum of Care (CoC), which we call The Way Home (also referred to as TX-700 by the U.S. Department of Housing and Urban Development (HUD)). The Way Home is the organizing principle and the collaborative effort underway to prevent and end homelessness in Houston, and throughout Harris County, Fort Bend County, and Montgomery County, Texas.

B. CONTINUUM OF CARE GOVERNANCE OVERVIEW

The purpose of The Way Home is to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house individuals and families experiencing homelessness while minimizing the trauma and dislocation caused to them and their communities by homelessness; to promote access to and effective utilization of mainstream programs by those experiencing homelessness; and to optimize self-sufficiency among individuals and families experiencing homelessness. This work is specified in the HUD, 24 CFR Part 578, Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act: Continuum of Care Program.

The HEARTH Act, enacted into law on May 20, 2009, consolidated the homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into a single grant program and revises the Emergency Shelter Grants program and renames it the Emergency Solutions Grant (ESG) program. The HEARTH Act also codifies into law the development of the CoC and the CoC planning process, a longstanding part of HUD’s application process to assist homeless persons by providing greater community-wide coordination, decision-making, and leadership.

For more information about the ESG and CoC Program, visit HUD’s ESG Program Page and/or the CoC Program Page.

The CoC Steering Committee is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule. CoC governance responsibilities include:

• Planning for and operating the CoC;
• Ensuring compliance with HUD requirements and regulations;
• Coordinating the implementation of a housing and service system that meets the needs of the individuals and families who experience homelessness, including:
  o prevention and diversion strategies,
  o outreach and engagement,
  o coordinated assessment, entry, and exit,
  o crisis and emergency shelter and temporary housing, and
  o permanent housing and supportive services; and
• Designing and implementing the process associated with applying for HUD CoC Program funds.

This Governance Charter outlines the roles and responsibilities of The Way Home CoC Steering Committee, the Lead Agency, the Collaborative Applicant, and the Homeless Management Information System (HMIS) Lead.
A. ROLES AND RESPONSIBILITIES OF THE STEERING COMMITTEE

The Way Home Steering Committee is the lead decision making body responsible for managing community planning, coordination, and evaluation to ensure that the homeless response system rapidly ends people’s homelessness permanently, while minimizing the trauma and dislocation caused to people and their communities by homelessness. This includes planning for the use of HUD’s CoC resources and coordinating these funds with other relevant resources in the jurisdiction.

The Way Home Steering Committee has specific responsibilities as outlined by HUD in the CoC Interim Rule. The responsibilities required by the CoC by HUD in the Interim Rule and assigned to The CoC Steering Committee are outlined below:

<table>
<thead>
<tr>
<th>Responsibility Category</th>
<th>Responsibility</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing CoC</td>
<td>Define membership of Continuum of Care</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Establishing CoC</td>
<td>Invite new members annually</td>
<td>Continuum of Care/Lead Agency</td>
</tr>
<tr>
<td>Operating CoC</td>
<td>Hold meetings of full membership, with published agenda, at least quarterly</td>
<td>CoC Steering Committee/Lead Agency</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Establish a CoC Steering Committee and designate its responsibilities</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Reviewing the Written Selection Process for the Board</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Develop the CoC Governance Charter</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Review Governance Charter Annually</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Review lead agency MOU and select lead agency</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Coordinated Assessment System</td>
<td>Develop a policy for how Coordinated System and Housing and Service System will address needs of Domestic Violence</td>
<td>CoC Steering Committee/Coordinated Assessment (Centralized Intake) Committee</td>
</tr>
<tr>
<td>Designate an HMIS</td>
<td>Ensure consistent participation of recipients and sub-recipients in HMIS</td>
<td>CoC Steering Committee/HMIS Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Participate in the Consolidated Plan</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Consult with ESG Recipients</td>
<td>Lead Agency/CoC Steering Committee</td>
</tr>
</tbody>
</table>
Additional responsibilities of CoC Steering Committee include:

- Receiving and responding to community and public policy updates relevant to homelessness issues;
- Receiving updates on and responding to the Plan to Prevent and End Homelessness;
- Providing input on strategic priorities for the Continuum of Care;
- Reviewing and acting on the annual funding allocations;
- Reviewing and acting on additional HUD required activities;
- Reviewing and acting on any proposed funding reallocations, as required;
- Creating an appeal process for providers;
- Reviewing and making final determinations on provider appeals as recommended by CoC Steering Committee;
- Designating HMIS Lead, CoC Lead, and Collaborative Applicant for CoC through a MOU, with roles to be reviewed annually;
- Holding CoC committees accountable for fulfilling their responsibilities, and review the work of the committees;
- Providing overall direction and leadership of the process;
- Making all formal decisions of the CoC;
- Leading strategic planning and goal-setting;
- Aligning and coordinating CoC and other homeless assistance and mainstream resources;
- Ensuring the availability of data for planning;
- Establishing priorities for and making recommendations to HUD about the allocation of CoC resources;
- Establishing system and program outcomes for evaluation purposes;
- Monitoring and evaluating both system wide and individual program performance on established goals;
- Receiving reports and recommendations from sub-committees, workgroups and task groups;
• Establishing sub-committees and task groups as needed to perform CoC functions;
• Selecting the lead support agency and HMIS administrator;
• Entering into contracts and MOUs on behalf of the CoC;
• Monitoring performance under these contracts; and
• Distributing official communications from the CoC

B. MEMBERS OF THE STEERING COMMITTEE

Membership in the CoC ensures community wide commitment to preventing and ending homelessness and must represent a diverse body of stakeholders throughout the entire geographic area of the CoC. The intent is that the CoC be as inclusive as possible, to include the opinions and insights of various parties.

The membership of the Steering Committee consists of up to 21-22 designated seats as outlined below. Each Steering Committee member must have the fiscal and program authority of the organization they represent.

• Eight (8) Fixed Representative Seats:
  • City of Houston Housing and Community Development
  • Fort Bend Community Development Department
  • Harris County Community Services Department
  • Harris County Domestic Violence Coordinating Council
  • Harris County Public Housing Authority
  • Houston Housing Authority
  • Montgomery County Community Development Department
  • Pasadena Community Development Department

• Two (2) Provider Representative Seats – Provider representatives represent two types of direct services, and either representative can represent either type (i.e., we do not necessarily need one of each):
  • Crisis Response System (includes emergency and transitional shelter, homelessness prevention, outreach, navigation, coordinated access, day services and crisis response services).
  • Permanent Housing (includes permanent housing provision (PSH/RRH) and/or services for people in permanent housing).
A. **Local Non-Governmental Funder Representative Seat**

- **Eight-Nine (9) At-Large Representative Seats** – At-Large representatives are professionals who work in systems that interact with the homeless response system (e.g., health, mental health, Veterans Administration, school districts, child welfare, workforce development, university, criminal justice, business, faith community, victims service providers, local non-governmental funders, etc.). The role of At-Large Representatives is to assist the Continuum of Care in leveraging mainstream funding from — and making positive changes within — those systems for the benefit of people experiencing homelessness in our region.

- **Two-Three (3) At-Large Consumer Representative Seats** – At-Large Consumer representatives are people with lived experience with homelessness, and the role of the At-Large Consumer representatives is to help ensure that Steering Committee decisions include the perspective of people that have experienced homelessness firsthand.

At-Large Consumer representatives provide The Way Home CoC the opportunity to work towards solutions collaboratively and collectively to end homelessness by operationalizing equity through the unique strategy of involving experts with lived expertise of homelessness.

One (1) of the At-Large Consumer representative seats will be dedicated to a Chair from the Youth Homeless Demonstration Program (YHDP) Youth Action Board (YAB). The YHDP is an exciting new initiative designed to prevent and end youth homelessness, and the YAB is a committee of youth and young adults (YYA) who provide strategic direction and oversight to the activities connected to the YHDP.

This YYA At-Large Consumer Representative must have an Alternate Representative ('Alternate') on file with the Lead Agency. This Alternate member must be kept up to date on CoC business and be able to represent and speak on behalf of the primary YYA At-Large Consumer Representative, the entity they represent (i.e., the YHDP YAB), and its constituents. It is expected that the primary YYA At-Large Consumer Representative attends all required meetings, but the Alternate shall fulfill the expectations and requirements of the elected member in their absence. This Alternate must also be a Core Member of the YHDP YAB. Read more about the YHDP Governance Structure here.

C. **SELECTION OF STEERING COMMITTEE MEMBERS**

- Each Steering Committee member that is a Fixed representative (named organization or jurisdiction) is selected or appointed to the committee.

- At-large, Local Non-governmental Funder, and At-Large Consumer representatives are recommended by the Lead Agency and Nominating Committee and then selected by a vote of the members of the entire Steering Committee.

All recommendations, nominations, and letters of interest for At-Large, Local Non-governmental Funder, and At-Large Consumer representatives will be reviewed by the Nominations Committee and Lead Agency during an open call period.
An open call announcement is provided by the Chair of the Steering Committee and serves to inform the community of an upcoming vacancy on the committee. The open call provides members of The Way Home CoC, community stakeholders, and cross-system partners, the opportunity to submit a letter of interest & resume and/or nomination to join The Way Home Steering Committee. Current members who are holding a seat that is up for term will be encouraged to participate in the Open Call procedure to be considered for their next term.

Strong applicants will be selected for interviews with members of the Nominating Committee and the Lead Agency, and recommendations for representatives will be made to the full Steering Committee for approval at an upcoming Steering Committee meeting or via email vote.

- **The YYA At-Large Consumer Representative must be Chair of the YHDP YAB and is appointed by their peers.** The Alternate YYA At-Large Consumer Representative must be a Core Member of the YHDP YAB and is also appointed by their peers. Members of the YHDP YAB are YYAs with lived expertise. Read the YHDP YAB Governance Structure to learn more about the composition, roles & responsibilities, and committee structure of the YHDP YAB.

- Provider Representatives are elected via popular vote by the CoC partner agencies. 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.

  A packet of all the candidates’ submitted material(s) will be made available for agencies to determine their top five (5) choices. Those top five (5) candidates need to be ranked starting with the most desired candidate. Only one (1) vote will be counted per agency.

  Agencies MUST be official (updated) partners of The Way Home and in good standing for their vote to be counted.

- The Steering Committee can add new members by a majority vote of the existing members.

### D. TERMS OF MEMBERSHIP

- Representatives who hold a Fixed representative seat may serve as long as they continue to hold that job/position.

- The term for an At Large, **At-Large** Consumer, and Provider representative is two years. These representatives may serve up to three consecutive terms if re-elected by the Nominating Committee and Lead Agency and approved by vote of the Steering Committee.

- **The YYA At-Large Consumer Representative must be Chair of the YHDP YAB and is appointed by their peers.** The Alternate YYA At-Large Consumer Representative must be a Core Member of the YHDP YAB and is also appointed by their peers. Members of the YHDP YAB are YYAs with lived expertise. Read the YHDP YAB Governance Structure to learn more about the composition, roles & responsibilities, and committee structure of the YHDP YAB.

  The YYA At-Large Consumer Representative term is two years. This representative may serve up to three consecutive terms if re-elected by the YHDP YAB and meets all other requirements.
THE WAY HOME CHARTER

list in this document.

- A year is considered 12 months from the month the member becomes active (voted or elected in March, they begin April and will end in March two years later).

- A representative may be re-elected to the Steering Committee after a period of twelve (12) months of non-service on the committee.

- If a YYA At-Large Consumer Representative is no longer eligible to participate in the YHDP YAB due to age requirements (making them ineligible to participate as the YYA At-Large Consumer representative following the completion of their current term), they may submit a letter of interest and their application to become an At-Large (Consumer) Representative during an open call period, and if they did not serve three consecutive terms as the YYA At-Large Consumer Representative,

  If they completed three consecutive terms as the YYA At-Large Consumer Representative, they first must wait a twelve (12) month period of non-service on the committee, prior to participating in an open call and possibly being re-elected to the Steering Committee.

- Representatives that fail to attend less than 75% of regularly scheduled meetings may be subject to removal from the Steering Committee by vote of the Committee. The Steering Committee will require the organizations/jurisdictions that hold a Fixed representative seat to appoint a substitute in the event of the removal of a representative of the Steering Committee.

- Representatives agree to adhere to the guidelines set forth in the code of conduct, values and principles and the conflict-of-interest section.

- Representatives agree to act in a professional manner at all times and act as good stewards of The Way Home.

- Former lead agency employees are not eligible to serve as an At-Large, Provider, or At-Large Consumer Steering Committee representative until at least one year (12 months) after separation from the lead agency and upon meeting all other eligibility requirements.

**E. STEERING COMMITTEE MEETINGS, QUORUM AND VOTING**

The Way Home Steering Committee will hold no less frequently than quarterly meetings of the full CoC Governing Body membership. The agendas must be published in advance of the meeting date. The meetings are open to the public, and non-members can attend. The CoC may open a time for public comment during each meeting.

- The Steering Committee shall meet no less frequently than quarterly.

- Steering Committee members agree to meaningful participation. The Chair shall ensure members have time to process information, ask questions, and ask for clarity.

- Steering Committee Agendas and supporting materials shall be distributed to members of the Steering Committee.
Committee at least seven days before a scheduled meeting, unless special circumstances dictate otherwise. If new items are made known that require Steering Committee attention inside the seven-day period, they may be presented for consideration if necessary.

- Attendance may be via virtual meeting technology or in person. In-person meetings are highly encouraged when available.
- A simple majority of the members present is necessary for any resolution or vote to pass.
- For purposes of time-sensitive and/or critical votes, an email vote may be used. On the direction of The Way Home Steering Committee, e-votes may be initiated by the Lead Agency. More than 51% of the voting membership must respond to the e-vote for the vote to be accepted.
- Steering Committee meetings shall be open to the public unless sensitive information requires closed session. A sign-in sheet or virtual registration will be made available for time limited public comment.
- Steering Committee meetings date, place and time will be published and distributed by the Lead Agency in e-newsletters and on the website in advance of each meeting.

F. DECISION MAKING

Robert’s Rules of Order will be followed, with the exception of the Lead Agency being permitted to draft the meeting agenda and add New Business items. The Steering Committee values diversity, equity, and inclusion and thus encourages participation from all committee members. A simple majority of the members present is necessary for any resolution or vote to pass. For purposes of time-sensitive and/or critical votes an email vote may be used. On the direction of CoC Steering Committee, e-votes may be initiated by the Lead Agency. More than 51% of the voting membership must respond to the e-vote for the vote to be accepted.

G. CODE OF CONDUCT

In addition to required attendance, Steering committee members are expected to engage in conversation, provide meaningful insights/input, and provide meaningful participation in various working groups.

Commitment and professionalism are vital to creating and maintaining an effective and efficient CoC process that will benefit each member of The Way Home and the people experiencing homelessness they serve. Both are integral to creating and sustaining a strong continuum in which collaboration and services can grow.

Obligations:

1. Steering Committee representatives should strive to represent in a fair, honest and respectful manner their individual organization and the people and families experiencing homelessness that they serve or represent.

2. Steering Committee representatives should be informed about the purpose of The Way Home CoC and its role in the CoC process.
3. Steering Committee representatives should strive to stay up to date on CoC strategies and planning by participating in CoC meetings, forums, and workgroups.

4. Steering Committee representatives are expected to uphold professional standards of conduct, exhibiting respectfulness, fairness, and honesty.

5. Steering Committee representatives should clarify their professional roles and obligations, exercise reasonable judgment, and take precautions to ensure that any potential biases or conflicts of interest do not unjustly affect the CoC process or other members of the CoC.

6. When conflicts occur among partners or Steering Committee representatives, they should attempt to resolve these conflicts in a responsible fashion.

7. Steering Committee representatives have the extra responsibility of setting an example by their personal performance and attitude that convey honest, respectful, and ethical values.

8. Steering Committee representatives should consult with, refer to, or cooperate with other professionals and institutions to the extent needed to serve the best interests of The Way Home, their respective organizations, and people experiencing homelessness whom we serve.

As a representative of The Way Home and/or affiliated committee, we agree to represent ourselves, our organization, our county, our region, and/or our state in a professional manner by adhering to the guidelines laid out in the Code of Conduct of The Way Home.

**H. THE WAY HOME SHARED VALUES & GUIDING PRINCIPLES**

The Way Home is committed to the following values and principles, as laid out in the [2021-2026 Community Plan](#):

**Ending Homelessness**

- The Way Home CoC is committed to ending homelessness in Houston and throughout Harris, Fort Bend, and Montgomery counties, Texas.
- “Ending homelessness” means preventing it when possible and ensuring homelessness is rare, brief, and one-time when not preventable.
- Ending homelessness requires coordination across public and private sectors and for systems, organizations, and programs to align their goals and strategic actions.
- Ending homelessness must include the following:
  - preventing entries into homelessness;
  - providing adequate outreach and crisis services;
  - ensuring that low-barrier emergency shelter or bridge housing options are accessible by all people; and
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- connecting people to permanent housing with appropriate financial supports and services to ensure their success.

A Person-Centered Approach

- We must rebuild the homeless response system to be anti-racist. Racist policies impact those who experience homelessness, and these policies must be dismantled as we work to address homelessness.
- Ending homelessness must include active engagement of people with lived experience.
- Crisis services and housing supports must be delivered in a human-centered, trauma-informed manner that respects the inherent value and honors the dignity of every individual regardless of race, ethnicity, age, disability status, gender identity, familial status, or citizenship status, or if they are fleeing or attempting to flee domestic violence, sexual assault, or human trafficking.

Accountability

- The voices of people with lived experience of homelessness are critical and included in every aspect of planning, decision-making, and activities undertaken by the Continuum of Care. We as a system must be accountable for this input because it is a key to our success.
- The Way Home CoC’s Action Plan will align with existing plans created by other regional partners.
- The Way Home CoC’s Action Plan will be adjusted as necessary to reflect changing needs and resources.

I. CONFLICT OF INTEREST / RECUSAL PROCESS

Steering Committee representatives with actual or perceived conflicts of interest must identify them as they arise. Individuals with a conflict of interest may participate in all discussions but should abstain from voting on any issue in which they may have a conflict. No representative of the Steering Committee shall vote upon any matter which shall have a direct financial bearing on the organization that the member represents. This includes all decisions with respect to funding, awarding contracts, and implementing corrective actions.

In accordance with HUD regulations, no representative may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents. Therefore, any individual participating in or influencing decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Individuals with a conflict of interest should abstain from discussion and voting on any issue in which they may have a conflict. An individual with a conflict of interest, who is the committee chair, shall yield that position during discussion and abstain from voting on the item.

Annual written conflict of interest disclosure statements will be provided by each member at the annual meeting. This form must be updated on a yearly basis. All Members will not be permitted to participate in a discussion or if a voting member, not be able to vote until the statement is on file. All voting members shall have the right to recuse themselves from voting on a matter without providing excuse.
Steering Committee representatives are prohibited from using their position to receive actual or perceived personal benefits. This includes using one’s position and influence on the Steering Committee to influence decisions or direct funds in a way that could result in a private benefit and/or using one’s position as a Steering Committee representative to elicit a private benefit in relation to the work of the CoC or elsewhere. Examples of prohibited private benefits include “kickbacks”, inappropriate gifts, or seeking favorable treatment when seeking contracts or receiving services. All representatives of the Steering Committee must be wary of any organizational transaction, arrangement, practice, or policy that may potentially or actually serve private rather than public interests. This does not prohibit a member of the Steering Committee from accessing genuine public benefits or services that often provide an incidental benefit to private individuals such as accessing services available through the homeless response system if eligible.

**J. COMPENSATION OF REPRESENTATIVES**

Steering Committee representatives will receive no compensation for their duties. They may receive direct expense reimbursement for any expenses incurred for activities directed by the Steering Committee. *At-Large* Consumer Representatives may be reimbursed for travel and meeting time.

**K. OFFICERS OF THE STEERING COMMITTEE**

There will be three officers of the Steering Committee – Chair, Vice Chair and Secretary. These positions will be recommended by the Nominations Committee and Lead Agency and approved by the Steering Committee. Each officer will have a one-year term that will roll over to an optional one-year renewal. Renewal options will be recommended by the Nominations Committee and Lead Agency. Officers will remain in their positions until a subsequent replacement is elected.

- **Chair** – The Chair will preside at all meetings of the Steering Committee. Subject to the direction of the Steering Committee, 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 Steering Committee and all duties incident to the office of Chair of the Steering Committee.

- **Vice Chair** – The Vice Chair will preside over meetings of the Steering Committee in the absence of the Chair and assist the Chair and Steering Committee representatives on matters as may be requested from time to time.

- **Secretary** – The Secretary will (or delegate to another) give all notices of meeting dates, times and locations, take minutes of the meetings and keep the minutes as part of the corporate records. The Secretary will perform duties incident to the office of the Secretary and such other duties as may be assigned by the Chair or Steering Committee.

**L. STANDING COMMITTEES OF THE WAY HOME STEERING COMMITTEE**

The Chair may establish standing committees as may be necessary to conduct the business of the Steering Committee. The Chair shall appoint the members of each committee established. The Chair
will set the scope and duties of every standing committee for approval by Steering Committee vote. The Lead Agency shall work with the Chair to support the work of these standing committees.

No standing committee has the authority to act on behalf of the Steering Committee beyond duties described in the following sections. The current standing committee is the Nominations Committee.

- Nominations Committee Duties:
  - With assistance of the Lead Agency, bring forth recommended candidates to fill the positions of:
    - At-Large representatives
    - At-Large Consumer representatives
    - Local Non-Governmental Funder representative
  - All recommendations, nominations, and letters of interest for At-Large, Local Non-governmental Funder, and At-Large Consumer representatives will be reviewed by the Nominations Committee and Lead Agency. Strong applicants will be selected for interviews with members of the Nominating Committee and the Lead Agency, and recommendations for representatives will be made to the full Steering Committee for approval at an upcoming Steering Committee meeting or via email vote.
  - With assistance of the Lead Agency, bring forth a recommend a slate of officers annually
  - A representative actively seeking selection to an officer position must recuse themselves from the Nominating Committee until after the position has been filled.

M. RESIGNATION:

Unless otherwise provided by written agreement, any representative of The Way Home Steering Committee may resign at any time by giving thirty days (30 days) written notice to the officers of the Steering Committee and Lead Agency. Any such resignations shall take effect at the time specified within the written notice or if the time be not specified, therein upon its acceptance by the Steering Committee.

N. ADVISORY SEATS:

In addition to the above roles, committee representatives may designate nonvoting representatives to attend and participate in meetings to provide advice and expertise on particular issues.

C. COMMITTEES AND WORKGROUPS

Homelessness is a complex issue and effective efforts to solve it require broad community participation. Planning and implementation activities are driven by a series of leadership, planning, and process work groups that operate in tandem to achieve shared relationships, shared thinking, shared action/testing, shared evaluation, and finally shared policy proposals. Work groups are where the work happens and only...
meet when there is work to be done. They also serve as Lead Agency driven, peer-supported performance management meetings for nearly every aspect of system performance.

The Lead Agency is responsible for supporting each work group, identifying a facilitative lead and project manager, managing communications, and accessibility for interested members. The implementation and performance management work groups are only accessible to the agencies delivering the services as client-level information is discussed within these meetings. Leadership and planning meetings are more accessible to a larger audience and interested parties can contact the Coalition for the Homeless for more information on how to participate. For more information about workgroups, visit The Way Home Partner Portal.

Committees and Workgroups will be established to conduct the functions necessary to support the CoC mission and meet funding obligations. The Way Home Steering Committee may establish Committees, Subcommittees, or Work Groups that are made up of the CoC members to act on behalf of the CoC on an ad hoc basis as needed.

The Way Home Steering Committee gives authority to the CoC Committees for specific responsibilities. The responsibilities required by the CoC Interim Rule, and designated to each committee, are outlined below:

<table>
<thead>
<tr>
<th>Responsibility Category</th>
<th>Responsibility</th>
<th>Responsible Party</th>
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</thead>
<tbody>
<tr>
<td>Overall and Project-Level</td>
<td>Establish performance targets in consultation with recipients/sub-recipients</td>
<td>Lead Agency</td>
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<tr>
<td>Performance</td>
<td></td>
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<tr>
<td>Overall and Project-Level</td>
<td>Monitor recipient/sub-recipient performance</td>
<td>Lead Agency</td>
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<tr>
<td>Performance</td>
<td></td>
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<tr>
<td>Overall and Project-Level</td>
<td>Evaluate outcomes for ESG and CoC Projects and report to HUD</td>
<td>Lead Agency</td>
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<tr>
<td>Performance</td>
<td></td>
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<tr>
<td>Overall and Project-Level</td>
<td>Measure and communicate system performance</td>
<td>Lead Agency</td>
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<tr>
<td>Performance</td>
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<tr>
<td>Coordinated Access System</td>
<td>Ensure operation of a Coordinated Access System in consultation with ESG</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Plan and Conduct a Point-in-Time Study</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Conduct an annual gaps analysis of homeless needs and services</td>
<td>Lead Agency</td>
</tr>
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ADDITIONAL RESPONSIBILITIES ARE ALSO LISTED BELOW:

Point in Time Committee
- In collaboration with the CoC Lead agency, organize and implement the annual Point in Time Count
- Must include representation from HMIS Lead Agency
- Should include a person who is homeless or formerly homeless

System Performance and Outcomes
- In collaboration with the HMIS lead, ensure the completion of the Annual Gaps Analysis
- In collaboration with the CoC Lead Agency, evaluate how well the homeless system is meeting HUD’s system-wide performance measures
- Provide recommendations to the full CoC Governing Body membership and CoC Board on how system wide performance can be improved
- Work with CoC Lead Agency to complete project performance evaluation and monitoring
- Must include representation from the CoC Lead Agency

System Funding
- Research strategic funding opportunities to support the homeless system
- Outreach to non-traditional funders (business community, etc.) to procure funding for the homeless system
- Provide recommendations to CoC Steering Committee and full CoC membership on potential opportunities for increased funding
- Analyze current federal, state, and local funding dedicated to the homeless system and provide recommendations to CoC Steering Committee and full CoC membership on potential reallocation of resources based on CoC strategic priorities, gaps, and system performance

Coordinated Assessment (Centralized Intake)
- Provide macro-level CoC oversight of the Coordinated Assessment System
- In coordination with the Coordinated Assessment (Centralized Intake) administering agency, troubleshoot any issues
- Make recommendations to CoC Steering Committee and the full CoC membership on any macro-level changes for system improvement
- Must include representation from the CoC Lead Agency
- Should include a person who is homeless or formerly homeless

CoC Project Rating and Ranking
- Score and rank projects and provide the ranking recommendation to CoC Steering Committee
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- Homeless Services agencies that receive CoC funding are prohibited from participating on this committee
- Members are appointed by CoC Steering Committee

Nominations and Membership

- Engage in recruitment activities to engage as many and diverse stakeholders in the CoC as possible, including recruitment for participating and membership on CoC Steering Committee and the CoC committees
- Work in collaboration with CoC Steering Committee to develop any qualifications for membership in CoC entities as deemed necessary.

A. CURRENT COMMITTEES AND WORKGROUPS

The Way Home is comprised of standing committees, workgroups and task workgroups which have various roles and responsibilities. Several workgroups are designated by this charter. Ad hoc working groups and task workgroups may be formed by the Steering Committee and given specific responsibilities as needed by the Continuum of Care. The Steering Committee will have oversight of the CoC workgroup system including setting the scope and duties of workgroups. The Steering Committee will approve or retire a workgroup as needed in accordance with the strategic plan to end homelessness.

Workgroups are the action planning and implementation components of the system. Workgroup activities may be facilitated by the lead agency or other key stakeholder(s) as appointed by the Steering Committee. Workgroups may make recommendations for Resolutions to the Steering Committee regarding CoC policies and procedures, report outcomes and data analytics, and recommend performance measures and suggestions for system improvements. The lead agency shall be responsible for reporting workgroup activities to the Steering Committee. The lead agency will maintain an overview of active system workgroups on the CoC section of its website. These CoC workgroups include but are not limited to the following:

- The Way Home Provider Input Forum
  - The Way Home Provider Input Forum (PIF) is a quarterly meeting in which provider agencies of The Way Home come together to address and discuss what’s happening in the CoC provider community.
  - Members of the PIF include all homeless service provider agencies (official partners), and meetings are led by the Lead Agency and Steering Committee Provider Representatives. Participation in The Way Home PIF is vital to the CoC planning process.
  - The Way Home PIF will convene no less than quarterly and may convene for special meetings when needed.
  - The Way Home PIF will review the membership process and code of conduct annually.

— Consumer Input Forum
The Consumer Input Forum is the primary vehicle through which the CoC gathers input from the consumer population. Participants of the Consumer Input Forum will include those currently experiencing homelessness and those who have formerly experienced homelessness.

The two consumer representatives to the CoC Steering Committee will, in cooperation with the Lead Agency, convene forums to gather input to inform the CoC Steering Committee in their decision-making.

**Consumer Advisory Council (CAC) – Lived Experience Workgroup**

- The CAC is a group of individuals who are receiving or have received services from The Way Home CoC. The group was formed to ensure an organized voice for those with lived expertise of homelessness are working in partnership with The Way Home to evaluate and make recommendations for improvement on all levels of the homeless response system.

We believe it is critical that people with lived expertise are included in all aspects of planning and activities undertaken by the CoC and that we work in partnership to improve the quality and effectiveness of our system.

**Youth Advisory Board (YAB)**

- Through the Youth Homeless Demonstration Program (YHDP), The Way Home has partnered with youth & young adults with lived experience of homelessness to create a Youth Action Board (YAB). The YAB provides strategic direction and oversight to the activities connected to the YHDP and is the primary vehicle through which the CoC gathers input from the youth consumer population.

The YAB is an authentic and equitable partner in every step of the community’s youth homeless response efforts, from planning to implementation of new projects to continuous quality improvement of the youth homeless response system. Learn more about the YHDP and YAB on YHDP webpage.

**HMIS Forum**

- The HMIS Lead Agency will conduct quarterly HMIS Forums specifically for HMIS participating agency users and managers. The Forum will offer community reports on performance measures and provide user training opportunities when necessary. Notice of the Forum will be sent in advance to the HMIS e-mail distribution list and by public notice through the CoC Connection newsletter and placement on the Lead Agency’s website.

**Provider Affinity Groups**

- Provider Affinity Groups include existing and to be formed work groups focused on planning around specific program types or system components such as prevention/diversion, permanent supportive housing rapid rehousing, outreach, etc. These groups include staff from provider and government organizations, consumers, funders, etc.

**Population Specific Work Groups**

- Population Specific Work Groups include both existing and to be formed groups focused on planning for the needs of specific sub-populations such as Veterans, Victim Services Providers and Youth/Young Adults. These groups include staff from provider and government organizations.
consumers, funders, etc.

- Task Specific Work Groups
  - Task Specific Work Groups include both existing and to be formed groups focused on planning for a task specific activity or function under the guidance of the CoC strategic plan such as the Homeless Count, Coordinated Access, Income Now, Housing Navigation, Supportive Housing Development Workgroup, etc. These groups include staff from provider and government organizations, consumers, funders, etc.
  - The lead agency will maintain an active list of CoC workgroups on the CoC section of its website.
  - The lead agency will report progress of Task Specific Work Groups regularly to the Steering Committee through the lead agency report. The lead agency will submit referendums to the Steering Committee regarding policy and procedures that affect the operations of the CoC.

**LEAD AGENCY**

The Way Home Steering Committee will appoint a Lead Agency that will provide meeting support for the Steering Committee, and all other committees. The Lead Agency is responsible for scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to The Way Home Partner Portal (CoC website). All responsibilities are documented in the Continuum of Care Lead Agency Memorandum of Understanding.

The designation of the Lead Agency is valid for a maximum of five (5) years before the designation must be reviewed and approved by a vote of The Way Home Steering Committee. There will be no requirement for a Request for Proposal (RFP). In response to negligence or poor performance of the CoC Lead Agency, The Way Home Steering Committee reserves the right to open an RFP process at any time and designate a new CoC Lead Agency.

At the time of creation and adoption of this charter, the designated Lead Agency is the Coalition for the Homeless of Houston/Harris County.

Specific responsibilities include:

- Provide leadership to CoC stakeholders regarding best practices, system planning and direction
- Coordinate, facilitate, and inform The Way Home Steering Committee
- Facilitate workgroups
- Produce planning materials
- Coordinate Needs/Gaps Assessments
- Collect and report CoC and program performance data and use data gathered to encourage performance improvement
• Evaluate and incentivize performance with oversight from the Steering Committee
• Coordinate resources, maximize multiple existing and new funding sources both, integrate activities and facilitate collaboration
• Prepare collaborative application for CoC funds
• Act as collaborative applicant for other funds as deemed necessary and appropriate to meet CoC goals
• Provide technical assistance and training to CoC members
• Represent progress and learnings of the CoC in state and national forums
• Build awareness and build support by leading advocacy efforts
• Build strategic partnerships with key stakeholders and mainstream resources in order to increase and build system capacity
• Analyze and report on CoC expansion opportunities to the CoC Steering Committee

COLLABORATIVE APPLICANT

The Continuum of Care must designate a legal entity who is also a Continuum of Care Program eligible applicant to serve as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all Continuum of Care Program funded projects within the geographic area. The Collaborative Applicant is also responsible for submitting the annual application to HUD for Continuum of Care Program funding and to apply for Continuum of Care Planning dollars. These and any additional responsibilities are documented in the Continuum of Care Collaborative Applicant Memorandum of Understanding. The designation of the Collaborative Applicant is valid for a maximum of five (5) years before the designation must be reviewed and approved by a vote of The Way Home Steering Committee. In response to negligence, poor performance, or loss of eligibility, The Way Home Steering Committee reserves the right to open an RFP process at any time and designate a new Collaborative Applicant.

Before the submission of the annual application to HUD for Continuum of Care Program funding, the Collaborative Applicant must submit a final draft of the application to The Way Home Steering Committee for approval. Depending on the timing of the submission to HUD, The Way Home Steering Committee and Collaborative Applicant will create a timeline for submission to the Continuum of Care.

At the time of creation and adoption of this charter, the designated Collaborative Applicant is the Coalition for the Homeless of Houston/Harris County.

HMIS ADMINISTRATOR

The Continuum of Care must designate a legal entity who is also a Continuum of Care Program eligible applicant to serve as the Homeless Management Information System (HMIS) Lead. The HMIS Lead will...
CHARTER

maintain the community’s HMIS in compliance with HUD standards and coordinate all related activities including training, maintenance, and the provision of technical assistance to contributing organizations. Responsibilities required by the Continuum of Care Interim Rule are outlined in this Governance Charter. These and any additional responsibilities are documented in the Continuum of Care Homeless Management Information System Lead Memorandum of Understanding.

The designation of the HMIS Lead is valid for a maximum of five years before the designation must be reviewed and approved by a vote of The Way Home Steering Committee. There will be no requirement for a Request for Proposal (RFP). In response to negligence or poor performance of the HMIS Lead, the CoC reserves the right to open an RFP process at any time and designate a new HMIS Lead.

At the time of creation and adoption of this charter, the Coalition for the Homeless of Houston/Harris County has been designated as the HMIS administrator for The Way Home Continuum of Care.

REPORTING

Proceedings of all Steering Committee meetings are documented in minutes. Minutes of all meetings are circulated and approved at the subsequent meeting. Once approved, minutes are made available electronically to the public.

CHARTER AMENDMENTS

Once every year, The Way Home Steering Committee must review this Charter. Members of The Way Home Steering Committee, Collaborative Applicant, Lead Agency, or HMIS Lead may make suggestions for updating. It is the Lead Agency’s responsibility to review HUD rules, regulations, and guidance and to suggest updates to the Charter as required by HUD. The updates must be presented by the Charter Committee to the full CoC Steering Committee prior to a vote.

A simple majority is required by The Way Home Steering Committee. This Charter may be amended by voice or ballot at the will of the majority of those in attendance at a meeting with a quorum represented.

DEFINITIONS

1. Centralized Intake: Refers to the Continuum of Care’s Coordinated Assessment system.

2. The Way Home Steering Committee/Board: The primary decision-making group for the continuum of care.

3. CoC Committees: Groups of volunteers or appointed members who work throughout the year to accomplish specified tasks for the Continuum of Care. The Way Home Steering Committee and Lead Agency can create ad-hoc committees as needed to support the CoC.

4. CoC Lead Agency: Agency that is designated to carry out the activities of the CoC including fiscal and compliance activities and CoC administrative duties.

5. Collaborative Applicant: Agency or organization designated by CoC Steering Committee to be the entity that submits the CoC funding application to HUD.
6. **Continuum of Care (CoC):** A collaborative and strategic funding source from HUD that helps communities make progress towards preventing and ending homelessness in their communities. HUD also refers to the group of community stakeholders involved in homelessness as the “Continuum of Care.”

7. **Continuum of Care Interim Rule:** Published by HUD in 2012, the CoC Interim Rule focuses on regulatory implementation of the Continuum of Care (CoC) Program, including the Continuum of Care planning process.

8. Coordinated Assessment: A centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool. This definition establishes basic minimum HUD requirements for the Continuum’s centralized or coordinated assessment system.

9. Governance Charter: A document that outlines the roles and responsibilities of the CoC Steering Committee, the CoC Steering Committee, Continuum of Care Committee(s), the Lead Agency, the Collaborative Applicant and the Homeless Management Information System (HMIS) Lead with the intent to creating an inclusive, transparent process by which makes strategic decisions in order to meet the goals of preventing and ending homelessness.

10. **The HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act:** The HEARTH Act of 2009 was signed into law on May 20, 2009. The HEARTH Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including a change in HUD’s definition of homelessness and chronic homelessness.

11. HMIS: A computerized data collection application designed to capture client-level information over time on the characteristics of service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community’s system of homeless services.

12. **HMIS Lead Agency:** Agency, organization or government department designated by CoC to administer and manage the HMIS.

13. **HUD:** Acronym used to refer to the federal Department of Housing and Urban Development that administers the Continuum of Care funding and program.

14. **NOFA/NOFO: Notice of Funding Availability/Opportunity.** As it relates to The Way Home, the NOFA refers to the annual Continuum of Care collaborative application for McKinney-Vento Homeless Assistance funds as amended by the HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act. The competition is facilitated by the Lead Agency with direction by the CoC Steering Committee. The collaborative application is submitted by the Lead Agency on behalf of The Way Home.

15. **PSH:** Permanent Supportive Housing is a Housing First Intervention that combines indefinite leasing or rental assistance with supportive services to help people and families experiencing chronic homelessness achieve housing stability.
16. RRH: Rapid Re-housing is a housing first intervention that emphasizes housing search and location services and short to medium-term rental assistance to move individuals and families experiencing homelessness (with or without a disability) as rapidly as possible into permanent housing. Intense but short-term case management is provided to help families stabilize and prepare to live independently.

17. RFP or RFQ: Request for Proposals or Request for Qualifications are used in procurement bidding for vendors and provides specific scope of work and requirements.

18. Workgroups: Workgroups are the action planning components of the CoC. Workgroup activities may be facilitated by the Lead Agency or other key stakeholder(s) as appointed by the Steering Committee. Workgroups may make recommendations for Resolutions to the Steering Committee regarding CoC policies and procedures, and/or report outcomes and data analytics, performance measures, and activities to the Steering Committee. The Lead Agency shall be responsible for reporting Workgroup activities to the Steering Committee. The Steering Committee may retire a task workgroup no longer required by majority vote.

19. YAB: The Youth Action Board (YAB) is a committee of youth and young adults (YYA) who provide strategic direction and oversight to the activities connected to the Youth Homeless Demonstration Program (YHDP).

20. YYA: Youth and Young adults

21. YHDP: The Youth Homeless Demonstration Program (YHDP) is a new initiative designed to prevent and end youth homelessness
# THE WAY HOME CHARTER

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A. PURPOSE OF THE CHARTER

This Charter sets out the composition, roles, responsibilities and committee structure for our local Continuum of Care (CoC), which we call The Way Home (also referred to as TX-700 by the U.S. Department of Housing and Urban Development [HUD]). The Way Home is the organizing principle and the collaborative effort underway to prevent and end homelessness in Houston, and throughout Harris County, Fort Bend County, and Montgomery County, Texas.

B. CONTINUUM OF CARE GOVERNANCE OVERVIEW

The purpose of The Way Home is to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house individuals and families experiencing homelessness while minimizing the trauma and dislocation caused to them and their communities by homelessness; to promote access to and effective utilization of mainstream programs by those experiencing homelessness; and to optimize self-sufficiency among individuals and families experiencing homelessness. This work is specified in the HUD, 24 CFR Part 578, Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act: Continuum of Care Program.

The HEARTH Act, enacted into law on May 20, 2009, consolidated the homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into a single grant program and revises the Emergency Shelter Grants program and renames it the Emergency Solutions Grant (ESG) program. The HEARTH Act also codifies into law the development of the CoC and the CoC planning process, a longstanding part of HUD’s application process to assist homeless persons by providing greater community-wide coordination, decision-making, and leadership.

For more information about the ESG and CoC Program, visit HUD’s ESG Program Page and/or the CoC Program Page.

The CoC Steering Committee is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule. CoC governance responsibilities include:

- Planning for and operating the CoC;
- Ensuring compliance with HUD requirements and regulations;
- Coordinating the implementation of a housing and service system that meets the needs of the individuals and families who experience homelessness, including:
  - prevention and diversion strategies,
  - outreach and engagement,
  - coordinated assessment, entry, and exit,
  - crisis and emergency shelter and temporary housing, and
  - permanent housing and supportive services; and
- Designing and implementing the process associated with applying for HUD CoC Program funds.

This Governance Charter outlines the roles and responsibilities of The Way Home CoC Steering Committee, the Lead Agency, the Collaborative Applicant, and the Homeless Management Information System (HMIS) Lead.
A. ROLES AND RESPONSIBILITIES OF THE STEERING COMMITTEE

The Way Home Steering Committee is the lead decision making body responsible for managing community planning, coordination, and evaluation to ensure that the homeless response system rapidly ends people’s homelessness permanently, while minimizing the trauma and dislocation caused to people and their communities by homelessness. This includes planning for the use of HUD’s CoC resources and coordinating these funds with other relevant resources in the jurisdiction.

The Way Home Steering Committee has specific responsibilities as outlined by HUD in the CoC Interim Rule. The responsibilities required by the CoC by HUD in the Interim Rule and assigned to The CoC Steering Committee are outlined below:

<table>
<thead>
<tr>
<th>Responsibility Category</th>
<th>Responsibility</th>
<th>Responsible Party</th>
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<tbody>
<tr>
<td>Establishing CoC</td>
<td>Define membership of Continuum of Care</td>
<td>CoC Steering Committee</td>
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<tr>
<td>Establishing CoC</td>
<td>Invite new members annually</td>
<td>Continuum of Care/Lead Agency</td>
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<tr>
<td>Operating CoC</td>
<td>Hold meetings of full membership, with published agenda, at least quarterly</td>
<td>CoC Steering Committee/Lead Agency</td>
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<tr>
<td>CoC Governance and Management</td>
<td>Establish a CoC Steering Committee and designate its responsibilities</td>
<td>CoC Steering Committee</td>
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<tr>
<td>CoC Governance and Management</td>
<td>Reviewing the Written Selection Process for the Board</td>
<td>CoC Steering Committee</td>
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<tr>
<td>CoC Governance and Management</td>
<td>Develop the CoC Governance Charter</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Review Governance Charter Annually</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Review lead agency MOU and select lead agency</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Coordinated Assessment System</td>
<td>Develop a policy for how Coordinated System and Housing and Service System will address needs of Domestic Violence</td>
<td>CoC Steering Committee/Coordinated Assessment (Centralized Intake) Committee</td>
</tr>
<tr>
<td>Designate an HMIS</td>
<td>Ensure consistent participation of recipients and sub-recipients in HMIS</td>
<td>CoC Steering Committee/HMIS Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Participate in the Consolidated Plan</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Consult with ESG Recipients</td>
<td>Lead Agency/CoC Steering Committee</td>
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</tbody>
</table>
Plan for the CoC

Monitor data quality and system performance through the creation and evaluation of standardized dashboards

Lead Agency/CoC Steering Committee

Additional responsibilities of CoC Steering Committee include:

- Receiving and responding to community and public policy updates relevant to homelessness issues;
- Receiving updates on and responding to the Plan to Prevent and End Homelessness;
- Providing input on strategic priorities for the Continuum of Care;
- Reviewing and acting on the annual funding allocations;
- Reviewing and acting on additional HUD required activities;
- Reviewing and acting on any proposed funding reallocations, as required;
- Creating an appeal process for providers;
- Reviewing and making final determinations on provider appeals as recommended by CoC Steering Committee;
- Designating HMIS Lead, CoC Lead, and Collaborative Applicant for CoC through a MOU, with roles to be reviewed annually;
- Holding CoC committees accountable for fulfilling their responsibilities, and review the work of the committees;
- Providing overall direction and leadership of the process;
- Making all formal decisions of the CoC;
- Leading strategic planning and goal-setting;
- Aligning and coordinating CoC and other homeless assistance and mainstream resources;
- Ensuring the availability of data for planning;
- Establishing priorities for and making recommendations to HUD about the allocation of CoC resources;
- Establishing system and program outcomes for evaluation purposes;
- Monitoring and evaluating both system wide and individual program performance on established goals;
- Receiving reports and recommendations from sub-committees, workgroups and task groups;
• Establishing sub-committees and task groups as needed to perform CoC functions;
• Selecting the lead support agency and HMIS administrator;
• Entering into contracts and MOUs on behalf of the CoC;
• Monitoring performance under these contracts; and
• Distributing official communications from the CoC

B. MEMBERS OF THE STEERING COMMITTEE

Membership in the CoC ensures community wide commitment to preventing and ending homelessness and must represent a diverse body of stakeholders throughout the entire geographic area of the CoC. The intent is that the CoC be as inclusive as possible, to include the opinions and insights of various parties.

The membership of the Steering Committee consists of up to 22 designated seats as outlined below. Each Steering Committee member must have the fiscal and program authority of the organization they represent.

• Eight (8) Fixed Representative Seats:
  • City of Houston Housing and Community Development
  • Fort Bend Community Development Department
  • Harris County Community Services Department
  • Harris County Domestic Violence Coordinating Council
  • Harris County Public Housing Authority
  • Houston Housing Authority
  • Montgomery County Community Development Department
  • Pasadena Community Development Department

• Two (2) Provider Representative Seats – Provider representatives represent two types of direct services, and either representative can represent either type (i.e., we do not necessarily need one of each):
  • Crisis Response System (includes emergency and transitional shelter, homelessness prevention, outreach, navigation, coordinated access, day services and crisis response services).
  • Permanent Housing (includes permanent housing provision (PSH/RRH) and/or services for people in permanent housing).
• Nine (9) At-large Representative Seats – At-Large representatives are professionals who work in systems that interact with the homeless response system (e.g., health, mental health, Veterans Administration, school districts, child welfare, workforce development, university, criminal justice, business, faith community, victims service providers, local non-governmental funders, etc.). The role of At-Large Representatives is to assist the Continuum of Care in leveraging mainstream funding from — and making positive changes within — those systems for the benefit of people experiencing homelessness in our region.

• Three (3) At-Large Consumer Representative Seats – At-Large Consumer representatives are people with lived experience with homelessness, and the role of the At-Large Consumer representative is to help ensure that Steering Committee decisions include the perspective of people that have experienced homelessness firsthand.

At-Large Consumer representatives provide The Way Home CoC the opportunity to work towards solutions collaboratively and collectively to end homelessness by operationalizing equity through the unique strategy of involving experts with lived expertise of homelessness.

One (1) of the At-Large Consumer representative seats will be dedicated to a Chair from the Youth Homeless Demonstration Program (YHDP) Youth Action Board (YAB). The YHDP is an exciting new initiative designed to prevent and end youth homelessness, and the YAB is a committee of youth and young adults (YYA) who provide strategic direction and oversight to the activities connected to the YHDP.

This YYA At-Large Consumer Representative must have an Alternate Representative (‘Alternate’) on file with the Lead Agency. This Alternate member must be kept up to date on CoC business and be able to represent and speak on behalf of the primary YYA At-Large Consumer Representative, the entity they represent (i.e., the YHDP YAB), and its constituents. It is expected that the primary YYA At-Large Consumer Representative attends all required meetings, but the Alternate shall fulfill the expectations and requirements of the elected member in their absence. This Alternate must also be a Core Member of the YHDP YAB. Read more about the YHDP Governance Structure here.

C. SELECTION OF STEERING COMMITTEE MEMBERS

• Each Steering Committee member that is a Fixed representative (named organization or jurisdiction) is selected or appointed to the committee.

• At-large, Local Non-governmental Funder, and At-Large Consumer representatives are recommended by the Lead Agency and Nominating Committee and then selected by a vote of the members of the entire Steering Committee.

All recommendations, nominations, and letters of interest for At-Large, Local Non-governmental Funder, and At-Large Consumer representatives will be reviewed by the Nominations Committee and Lead Agency during an open call period.

An open call announcement is provided by the Chair of the Steering Committee and serves to inform
the community of an upcoming vacancy on the committee. The open call provides members of The Way Home CoC, community stakeholders, and cross-system partners, the opportunity to submit a letter of interest & resume and/or nomination to join The Way Home Steering Committee. Current members who are holding a seat that is up for term will be encouraged to participate in the Open Call procedure to be considered for their next term.

Strong applicants will be selected for interviews with members of the Nominating Committee and the Lead Agency, and recommendations for representatives will be made to the full Steering Committee for approval at an upcoming Steering Committee meeting or via email vote.

- The YYA At-Large Consumer Representative must be Chair of the YHDP YAB and is appointed by their peers. The Alternate YYA At-Large Consumer Representative must be a Core Member of the YHDP YAB and is also appointed by their peers. Members of the YHDP YAB are YYAs with lived expertise. Read the YHDP YAB Governance Structure to learn more about the composition, roles & responsibilities, and committee structure of the YHDP YAB.

- Provider Representatives are elected via popular vote by the CoC partner agencies. 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.

  A packet of all the candidates’ submitted material(s) will be made available for agencies to determine their top five (5) choices. Those top five (5) candidates need to be ranked starting with the most desired candidate. Only one (1) vote will be counted per agency.

  Agencies MUST be official (updated) partners of The Way Home and in good standing for their vote to be counted.

- The Steering Committee can add new members by a majority vote of the existing members.

D. TERMS OF MEMBERSHIP

- Representatives who hold a Fixed representative seat may serve as long as they continue to hold that job/position.

- The term for an At Large, At-Large Consumer, and Provider representative is two years. These representatives may serve up to three consecutive terms if re-elected by the Nominating Committee and Lead Agency and approved by vote of the Steering Committee.

- The YYA At-Large Consumer Representative must be Chair of the YHDP YAB and is appointed by their peers. The Alternate YYA At-Large Consumer Representative must be a Core Member of the YHDP YAB and is also appointed by their peers. Members of the YHDP YAB are YYAs with lived expertise. Read the YHDP YAB Governance Structure to learn more about the composition, roles & responsibilities, and committee structure of the YHDP YAB.

  The YYA At-Large Consumer Representative term is two years. This representative may serve up to three consecutive terms if re-elected by the YHDP YAB and meets all other requirements listed in this document.
• A year is considered 12 months from the month the member becomes active (voted or elected in March, they begin April and will end in March two years later).

• A representative may be re-elected to the Steering Committee after a period of twelve (12) months of non-service on the committee.

• If a YYA At-Large Consumer Representative is no longer eligible to participate in the YHDP YAB due to age requirements (making them ineligible to participate as the YYA At-Large Consumer representative following the completion of their current term), they may submit a letter of interest and their application to become an At-Large (Consumer) Representative during an open call period, and if they did not serve three consecutive terms as the YYA At-Large Consumer Representative.

  If they completed three consecutive terms as the YYA At-Large Consumer Representative, they first must wait a twelve (12) month period of non-service on the committee, prior to participating in an open call and possibly being re-elected to the Steering Committee.

• Representatives that fail to attend less than 75% of regularly scheduled meetings may be subject to removal from the Steering Committee by vote of the Committee. The Steering Committee will require the organizations/jurisdictions that hold a Fixed representative seat to appoint a substitute in the event of the removal of a representative of the Steering Committee.

• Representatives agree to adhere to the guidelines set forth in the code of conduct, values and principles and the conflict-of-interest section.

• Representatives agree to act in a professional manner at all times and act as good stewards of The Way Home.

• Former lead agency employees are not eligible to serve as an At-Large, Provider, or At-Large Consumer Steering Committee representative until at least one year (12 months) after separation from the lead agency and upon meeting all other eligibility requirements.

E. STEERING COMMITTEE MEETINGS, QUORUM AND VOTING

The Way Home Steering Committee will hold no less frequently than quarterly meetings of the full CoC Governing Body membership. The agendas must be published in advance of the meeting date. The meetings are open to the public, and non-members can attend. The CoC may open a time for public comment during each meeting.

• The Steering Committee shall meet no less frequently than quarterly.

• Steering Committee members agree to meaningful participation. The Chair shall ensure members have time to process information, ask questions, and ask for clarity.

• Steering Committee Agendas and supporting materials shall be distributed to members of the Steering Committee at least seven days before a scheduled meeting, unless special circumstances dictate
otherwise. If new items are made known that require Steering Committee attention inside the seven-
day period, they may be presented for consideration if necessary.

- Attendance may be via virtual meeting technology or in person. In-person meetings are highly 
  encouraged when available.

- A simple majority of the members present is necessary for any resolution or vote to pass.

- For purposes of time-sensitive and/or critical votes, an email vote may be used. On the direction of 
The Way Home Steering Committee, e-votes may be initiated by the Lead Agency. More than 51% of 
the voting membership must respond to the e-vote for the vote to be accepted.

- Steering Committee meetings shall be open to the public unless sensitive information requires closed 
  session. A sign-in sheet or virtual registration will be made available for time limited public comment.

- Steering Committee meetings date, place and time will be published and distributed by the Lead 
  Agency in e-newsletters and on the website in advance of each meeting.

F. DECISION MAKING

Robert’s Rules of Order will be followed, with the exception of the Lead Agency being permitted to draft 
the meeting agenda and add New Business items. The Steering Committee values diversity, equity, and 
 inclusion and thus encourages participation from all committee members. A simple majority of the 
 members present is necessary for any resolution or vote to pass. For purposes of time-sensitive and/or 
critical votes an email vote may be used. On the direction of CoC Steering Committee, e-votes may be 
initiated by the Lead Agency. More than 51% of the voting membership must respond to the e-vote for the 
vote to be accepted.

G. CODE OF CONDUCT

In addition to required attendance, Steering committee members are expected to engage in 
conversation, provide meaningful insights/input, and provide meaningful participation in various 
working groups.

Commitment and professionalism are vital to creating and maintaining an effective and efficient CoC 
process that will benefit each member of The Way Home and the people experiencing homelessness 
they serve. Both are integral to creating and sustaining a strong continuum in which collaboration and 
services can grow.

Obligations:

1. Steering Committee representatives should strive to represent in a fair, honest and respectful 
manner their individual organization and the people and families experiencing homelessness that 
they serve or represent.

2. Steering Committee representatives should be informed about the purpose of The Way Home 
CoC and its role in the CoC process.
3. Steering Committee representatives should strive to stay up to date on CoC strategies and planning by participating in CoC meetings, forums, and workgroups.

4. Steering Committee representatives are expected to uphold professional standards of conduct, exhibiting respectfulness, fairness, and honesty.

5. Steering Committee representatives should clarify their professional roles and obligations, exercise reasonable judgment, and take precautions to ensure that any potential biases or conflicts of interest do not unjustly affect the CoC process or other members of the CoC.

6. When conflicts occur among partners or Steering Committee representatives, they should attempt to resolve these conflicts in a responsible fashion.

7. Steering Committee representatives have the extra responsibility of setting an example by their personal performance and attitude that convey honest, respectful, and ethical values.

8. Steering Committee representatives should consult with, refer to, or cooperate with other professionals and institutions to the extent needed to serve the best interests of The Way Home, their respective organizations, and people experiencing homelessness whom we serve.

As a representative of The Way Home and/or affiliated committee, we agree to represent ourselves, our organization, our county, our region, and/or our state in a professional manner by adhering to the guidelines laid out in the Code of Conduct of The Way Home.

H. THE WAY HOME SHARED VALUES & GUIDING PRINCIPLES

The Way Home is committed to the following values and principles, as laid out in the 2021-2026 Community Plan:

**Ending Homelessness**

- The Way Home CoC is committed to ending homelessness in Houston and throughout Harris, Fort Bend, and Montgomery counties, Texas.

- “Ending homelessness” means preventing it when possible and ensuring homelessness is rare, brief, and one-time when not preventable.

- Ending homelessness requires coordination across public and private sectors and for systems, organizations, and programs to align their goals and strategic actions.

- Ending homelessness must include the following:
  - preventing entries into homelessness;
  - providing adequate outreach and crisis services;
  - ensuring that low-barrier emergency shelter or bridge housing options are accessible by all people; and
• connecting people to permanent housing with appropriate financial supports and services to ensure their success.

A Person-Centered Approach

• We must rebuild the homeless response system to be anti-racist. Racist policies impact those who experience homelessness, and these policies must be dismantled as we work to address homelessness.

• Ending homelessness must include active engagement of people with lived experience.

• Crisis services and housing supports must be delivered in a human-centered, trauma-informed manner that respects the inherent value and honors the dignity of every individual regardless of race, ethnicity, age, disability status, gender identity, familial status, or citizenship status, or if they are fleeing or attempting to flee domestic violence, sexual assault, or human trafficking.

Accountability

• The voices of people with lived experience of homelessness are critical and included in every aspect of planning, decision-making, and activities undertaken by the Continuum of Care. We as a system must be accountable for this input because it is a key to our success.

• The Way Home CoC’s Action Plan will align with existing plans created by other regional partners.

• The Way Home CoC’s Action Plan will be adjusted as necessary to reflect changing needs and resources.

I. CONFLICT OF INTEREST / RECUSAL PROCESS

Steering Committee representatives with actual or perceived conflicts of interest must identify them as they arise. Individuals with a conflict of interest may participate in all discussions but should abstain from voting on any issue in which they may have a conflict. No representative of the Steering Committee shall vote upon any matter which shall have a direct financial bearing on the organization that the member represents. This includes all decisions with respect to funding, awarding contracts, and implementing corrective actions.

In accordance with HUD regulations, no representative may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents. Therefore, any individual participating in or influencing decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Individuals with a conflict of interest should abstain from discussion and voting on any issue in which they may have a conflict. An individual with a conflict of interest, who is the committee chair, shall yield that position during discussion and abstain from voting on the item.

Annual written conflict of interest disclosure statements will be provided by each member at the annual meeting. This form must be updated on a yearly basis. All Members will not be permitted to participate in a discussion or if a voting member, not be able to vote until the statement is on file. All voting members shall have the right to recuse themselves from voting on a matter without providing excuse.
Steering Committee representatives are prohibited from using their position to receive actual or perceived personal benefits. This includes using one’s position and influence on the Steering Committee to influence decisions or direct funds in a way that could result in a private benefit and/or using one’s position as a Steering Committee representative to elicit a private benefit in relation to the work of the CoC or elsewhere. Examples of prohibited private benefits include "kickbacks", inappropriate gifts, or seeking favorable treatment when seeking contracts or receiving services. All representatives of the Steering Committee must be wary of any organizational transaction, arrangement, practice, or policy that may potentially or actually serve private rather than public interests. This does not prohibit a member of the Steering Committee from accessing genuine public benefits or services that often provide an incidental benefit to private individuals such as accessing services available through the homeless response system if eligible.

J. COMPENSATION OF REPRESENTATIVES

Steering Committee representatives will receive no compensation for their duties. They may receive direct expense reimbursement for any expenses incurred for activities directed by the Steering Committee. At-Large Consumer Representatives may be reimbursed for travel and meeting time.

K. OFFICERS OF THE STEERING COMMITTEE

There will be three officers of the Steering Committee – Chair, Vice Chair and Secretary. These positions will be recommended by the Nominations Committee and Lead Agency and approved by the Steering Committee. Each officer will have a one-year term that will roll over to an optional one-year renewal. Renewal options will be recommended by the Nominations Committee and Lead Agency. Officers will remain in their positions until a subsequent replacement is elected.

• Chair – The Chair will preside at all meetings of the Steering Committee. Subject to the direction of the Steering Committee, 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 Steering Committee and all duties incident to the office of Chair of the Steering Committee.

• Vice Chair – The Vice Chair will preside over meetings of the Steering Committee in the absence of the Chair and assist the Chair and Steering Committee representatives on matters as may be requested from time to time.

• Secretary – The Secretary will (or delegate to another) give all notices of meeting dates, times and locations, take minutes of the meetings and keep the minutes as part of the corporate records. The Secretary will perform duties incident to the office of the Secretary and such other duties as may be assigned by the Chair or Steering Committee.

L. STANDING COMMITTEES OF THE WAY HOME STEERING COMMITTEE

The Chair may establish standing committees as may be necessary to conduct the business of the Steering Committee. The Chair shall appoint the members of each committee established. The Chair
will set the scope and duties of every standing committee for approval by Steering Committee vote. The Lead Agency shall work with the Chair to support the work of these standing committees.

No standing committee has the authority to act on behalf of the Steering Committee beyond duties described in the following sections. The current standing committee is the Nominations Committee.

- Nominations Committee Duties:
  - With assistance of the Lead Agency, bring forth recommended candidates to fill the positions of:
    - At-Large representatives
    - At-Large Consumer representatives
  - All recommendations, nominations, and letters of interest for At-Large and At-Large Consumer representatives will be reviewed by the Nominations Committee and Lead Agency. Strong applicants will be selected for interviews with members of the Nominating Committee and the Lead Agency, and recommendations for representatives will be made to the full Steering Committee for approval at an upcoming Steering Committee meeting or via email vote.
  - With assistance of the Lead Agency, bring forth a recommend a slate of officers annually
  - A representative actively seeking selection to an officer position must recuse themselves from the Nominating Committee until after the position has been filled.

M. RESIGNATION:

Unless otherwise provided by written agreement, any representative of The Way Home Steering Committee may resign at any time by giving thirty days (30 days) written notice to the officers of the Steering Committee and Lead Agency. Any such resignations shall take effect at the time specified within the written notice or if the time be not specified, therein upon its acceptance by the Steering Committee.

N. ADVISORY SEATS:

In addition to the above roles, committee representatives may designate nonvoting representatives to attend and participate in meetings to provide advice and expertise on particular issues.

C. COMMITTEES AND WORKGROUPS

Homelessness is a complex issue and effective efforts to solve it require broad community participation. Planning and implementation activities are driven by a series of leadership, planning, and process work groups that operate in tandem to achieve shared relationships, shared thinking, shared action/testing, shared evaluation, and finally shared policy proposals. Work groups are where the work happens and only
meet when there is work to be done. They also serve as Lead Agency driven, peer-supported performance management meetings for nearly every aspect of system performance.

The Lead Agency is responsible for supporting each work group, identifying a facilitative lead and project manager, managing communications, and accessibility for interested members. The implementation and performance management work groups are only accessible to the agencies delivering the services as client-level information is discussed within these meetings. Leadership and planning meetings are more accessible to a larger audience and interested parties can contact the Coalition for the Homeless for more information on how to participate. For more information about workgroups, visit The Way Home Partner Portal.

Committees and Workgroups will be established to conduct the functions necessary to support the CoC mission and meet funding obligations. The Way Home Steering Committee may establish Committees, Subcommittees, or Work Groups that are made up of the CoC members to act on behalf of the CoC on an ad hoc basis as needed.

The Way Home Steering Committee gives authority to the CoC Committees for specific responsibilities. The responsibilities required by the CoC Interim Rule, and designated to each committee, are outlined below:

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<tr>
<th>Responsibility Category</th>
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<tbody>
<tr>
<td>Overall and Project-Level</td>
<td>Establish performance targets in consultation with recipients/sub-recipients</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Performance</td>
<td>Monitor recipient/sub-recipient performance</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Overall and Project-Level</td>
<td>Evaluate outcomes for ESG and CoC Projects and report to HUD</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Performance</td>
<td>Measure and communicate system performance</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Coordinated Access System</td>
<td>Ensure operation of a Coordinated Access System in consultation with ESG</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Coordinated Access System</td>
<td>Develop a policy for how Coordinated System and Housing and Service System will address needs of Domestic Violence</td>
<td>Harris County Domestic Violence Coordinating Council</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Plan and Conduct a Point-in-Time Study</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Conduct an annual gaps analysis of homeless needs and services</td>
<td>Lead Agency</td>
</tr>
</tbody>
</table>
ADDITIONAL RESPONSIBILITIES ARE ALSO LISTED BELOW:

**Point in Time Committee**
- In collaboration with the CoC Lead agency, organize and implement the annual Point in Time Count
- Must include representation from HMIS Lead Agency
- Should include a person who is homeless or formerly homeless

**System Performance and Outcomes**
- In collaboration with the HMIS lead, ensure the completion of the Annual Gaps Analysis
- In collaboration with the CoC Lead Agency, evaluate how well the homeless system is meeting HUD’s system-wide performance measures
- Provide recommendations to the full CoC Governing Body membership and CoC Board on how system wide performance can be improved
- Work with CoC Lead Agency to complete project performance evaluation and monitoring
- Must include representation from the CoC Lead Agency

**System Funding**
- Research strategic funding opportunities to support the homeless system
- Outreach to non-traditional funders (business community, etc.) to procure funding for the homeless system
- Provide recommendations to CoC Steering Committee and full CoC membership on potential opportunities for increased funding
- Analyze current federal, state, and local funding dedicated to the homeless system and provide recommendations to CoC Steering Committee and full CoC membership on potential reallocation of resources based on CoC strategic priorities, gaps, and system performance

**Coordinated Assessment (Centralized Intake)**
- Provide macro-level CoC oversight of the Coordinated Assessment System
- In coordination with the Coordinated Assessment (Centralized Intake) administering agency, troubleshoot any issues
- Make recommendations to CoC Steering Committee and the full CoC membership on any macro-level changes for system improvement
- Must include representation from the CoC Lead Agency
- Should include a person who is homeless or formerly homeless

**CoC Project Rating and Ranking**
- Score and rank projects and provide the ranking recommendation to CoC Steering Committee
• Homeless Services agencies that receive CoC funding are prohibited from participating on this committee
• Members are appointed by CoC Steering Committee

Nominations and Membership

• Engage in recruitment activities to engage as many and diverse stakeholders in the CoC as possible, including recruitment for participating and membership on CoC Steering Committee and the CoC committees
• Work in collaboration with CoC Steering Committee to develop any qualifications for membership in CoC entities as deemed necessary.

A. CURRENT COMMITTEES AND WORKGROUPS

The Way Home is comprised of standing committees, workgroups and task workgroups which have various roles and responsibilities. Several workgroups are designated by this charter. Ad hoc working groups and task workgroups may be formed by the Steering Committee and given specific responsibilities as needed by the Continuum of Care. The Steering Committee will have oversight of the CoC workgroup system including setting the scope and duties of workgroups. The Steering Committee will approve or retire a workgroup as needed in accordance with the strategic plan to end homelessness.

Workgroups are the action planning and implementation components of the system. Workgroup activities may be facilitated by the lead agency or other key stakeholder(s) as appointed by the Steering Committee. Workgroups may make recommendations for Resolutions to the Steering Committee regarding CoC policies and procedures, report outcomes and data analytics, and recommend performance measures and suggestions for system improvements. The lead agency shall be responsible for reporting workgroup activities to the Steering Committee. The lead agency will maintain an overview of active system workgroups on the CoC section of its website. These CoC workgroups include but are not limited to the following:

• The Way Home Provider Input Forum
  
  o The Way Home Provider Input Forum (PIF) is a quarterly meeting in which provider agencies of The Way Home come together to address and discuss what's happening in the CoC provider community.
  
  o Members of the PIF include all homeless service provider agencies (official partners), and meetings are led by the Lead Agency and Steering Committee Provider Representatives. Participation in The Way Home PIF is vital to the CoC planning process.
  
  o The Way Home PIF will convene no less than quarterly and may convene for special meetings when needed.
  
  o The Way Home PIF will review the membership process and code of conduct annually.
• Consumer Advisory Council (CAC) – Lived Experience Workgroup
  o The CAC is a group of individuals who are receiving or have received services from The Way Home CoC. The group was formed to ensure an organized voice for those with lived expertise of homelessness are working in partnership with The Way Home to evaluate and make recommendations for improvement on all levels of the homeless response system.

  We believe it is critical that people with lived expertise are included in all aspects of planning and activities undertaken by the CoC and that we work in partnership to improve the quality and effectiveness of our system.

• Youth Advisory Board (YAB)
  o Through the Youth Homeless Demonstration Program (YHDP), The Way Home has partnered with youth & young adults with lived experience of homelessness to create a Youth Action Board (YAB). The YAB provides strategic direction and oversight to the activities connected to the YHDP and is the primary vehicle through which the CoC gathers input from the youth consumer population.

  The YAB is an authentic and equitable partner in every step of the community’s youth homeless response efforts, from planning to implementation of new projects to continuous quality improvement of the youth homeless response system. Learn more about the YHDP and YAB on YHDP webpage.

• HMIS Forum
  o The HMIS Lead Agency will conduct quarterly HMIS Forums specifically for HMIS participating agency users and managers. The Forum will offer community reports on performance measures and provide user training opportunities when necessary. Notice of the Forum will be sent in advance to the HMIS e-mail distribution list and by public notice through the CoC Connection newsletter and placement on the Lead Agency’s website.

• Provider Affinity Groups
  o Provider Affinity Groups include existing and to be formed work groups focused on planning around specific program types or system components such as prevention/diversion, permanent supportive housing rapid rehousing, outreach, etc. These groups include staff from provider and government organizations, consumers, funders, etc.

• Population Specific Work Groups
  o Population Specific Work Groups include both existing and to be formed groups focused on planning for the needs of specific sub-populations such as Veterans, Victim Services Providers and Youth/Young Adults. These groups include staff from provider and government organizations, consumers, funders, etc.

• Task Specific Work Groups
  o Task Specific Work Groups include both existing and to be formed groups focused on planning for a task specific activity or function under the guidance of the CoC strategic plan such as the Homeless Count, Coordinated Access, Income Now, Housing Navigation, Supportive Housing Development Workgroup, etc. These groups include staff from provider
and government organizations, consumers, funders, etc.

- The lead agency will maintain an active list of CoC workgroups on the CoC section of its website.
- The lead agency will report progress of Task Specific Work Groups regularly to the Steering Committee through the lead agency report. The lead agency will submit referendums to the Steering Committee regarding policy and procedures that affect the operations of the CoC.

**LEAD AGENCY**

The Way Home Steering Committee will appoint a Lead Agency that will provide meeting support for the Steering Committee, and all other committees. The Lead Agency is responsible for scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to The Way Home Partner Portal (CoC website). All responsibilities are documented in the *Continuum of Care Lead Agency Memorandum of Understanding*.

The designation of the Lead Agency is valid for a maximum of five (5) years before the designation must be reviewed and approved by a vote of The Way Home Steering Committee. There will be no requirement for a Request for Proposal (RFP). In response to negligence or poor performance of the CoC Lead Agency, The Way Home Steering Committee reserves the right to open an RFP process at any time and designate a new CoC Lead Agency.

At the time of creation and adoption of this charter, the designated Lead Agency is the Coalition for the Homeless of Houston/Harris County.

Specific responsibilities include:

- Provide leadership to CoC stakeholders regarding best practices, system planning and direction
- Coordinate, facilitate, and inform The Way Home Steering Committee
- Facilitate workgroups
- Produce planning materials
- Coordinate Needs/Gaps Assessments
- Collect and report CoC and program performance data and use data gathered to encourage performance improvement
- Evaluate and incentivize performance with oversight from the Steering Committee
- Coordinate resources, maximize multiple existing and new funding sources both, integrate activities and facilitate collaboration
- Prepare collaborative application for CoC funds
• Act as collaborative applicant for other funds as deemed necessary and appropriate to meet CoC goals
• Provide technical assistance and training to CoC members
• Represent progress and learnings of the CoC in state and national forums
• Build awareness and build support by leading advocacy efforts
• Build strategic partnerships with key stakeholders and mainstream resources in order to increase and build system capacity
• Analyze and report on CoC expansion opportunities to the CoC Steering Committee

COLLABORATIVE APPLICANT

The Continuum of Care must designate a legal entity who is also a Continuum of Care Program eligible applicant to serve as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all Continuum of Care Program funded projects within the geographic area. The Collaborative Applicant is also responsible for submitting the annual application to HUD for Continuum of Care Program funding and to apply for Continuum of Care Planning dollars. These and any additional responsibilities are documented in the Continuum of Care Collaborative Applicant Memorandum of Understanding. The designation of the Collaborative Applicant is valid for a maximum of five (5) years before the designation must be reviewed and approved by a vote of The Way Home Steering Committee. In response to negligence, poor performance, or loss of eligibility, The Way Home Steering Committee reserves the right to open an RFP process at any time and designate a new Collaborative Applicant.

Before the submission of the annual application to HUD for Continuum of Care Program funding, the Collaborative Applicant must submit a final draft of the application to The Way Home Steering Committee for approval. Depending on the timing of the submission to HUD, The Way Home Steering Committee and Collaborative Applicant will create a timeline for submission to the Continuum of Care.

At the time of creation and adoption of this charter, the designated Collaborative Applicant is the Coalition for the Homeless of Houston/Harris County.

HMIS ADMINISTRATOR

The Continuum of Care must designate a legal entity who is also a Continuum of Care Program eligible applicant to serve as the Homeless Management Information System (HMIS) Lead. The HMIS Lead will maintain the community’s HMIS in compliance with HUD standards and coordinate all related activities including training, maintenance, and the provision of technical assistance to contributing organizations. Responsibilities required by the Continuum of Care Interim Rule are outlined in this Governance Charter. These and any additional responsibilities are documented in the Continuum of Care Homeless Management Information System Lead Memorandum of Understanding.

The designation of the HMIS Lead is valid for a maximum of five years before the designation must be reviewed and approved by a vote of The Way Home Steering Committee. There will be no requirement for a
Request for Proposal (RFP). In response to negligence or poor performance of the HMIS Lead, the CoC reserves the right to open an RFP process at any time and designate a new HMIS Lead.

At the time of creation and adoption of this charter, the Coalition for the Homeless of Houston/Harris County has been designated as the HMIS administrator for The Way Home Continuum of Care.

**REPORTING**

Proceedings of all Steering Committee meetings are documented in minutes. Minutes of all meetings are circulated and approved at the subsequent meeting. Once approved, minutes are made available electronically to the public.

**CHARTER AMENDMENTS**

Once every year, The Way Home Steering Committee must review this Charter. Members of The Way Home Steering Committee, Collaborative Applicant, Lead Agency, or HMIS Lead may make suggestions for updating. It is the Lead Agency's responsibility to review HUD rules, regulations, and guidance and to suggest updates to the Charter as required by HUD. The updates must be presented by the Charter Committee to the full CoC Steering Committee prior to a vote.

A simple majority is required by The Way Home Steering Committee. This Charter may be amended by voice or ballot at the will of the majority of those in attendance at a meeting with a quorum represented.

**DEFINITIONS**

1. **Centralized Intake**: Refers to the Continuum of Care's Coordinated Assessment system.

2. **The Way Home Steering Committee/Board**: The primary decision-making group for the continuum of care.

3. **CoC Committees**: Groups of volunteers or appointed members who work throughout the year to accomplish specified tasks for the Continuum of Care. The Way Home Steering Committee and Lead Agency can create ad-hoc committees as needed to support the CoC.

4. **CoC Lead Agency**: Agency that is designated to carry out the activities of the CoC including fiscal and compliance activities and CoC administrative duties.

5. **Collaborative Applicant**: Agency or organization designated by CoC Steering Committee to be the entity that submits the CoC funding application to HUD.

6. **Continuum of Care** (CoC): A collaborative and strategic funding source from HUD that helps communities make progress towards preventing and ending homelessness in their communities. HUD also refers to the group of community stakeholders involved in homelessness as the “Continuum of Care.”

7. **Continuum of Care Interim Rule**: Published by HUD in 2012, the CoC Interim Rule focuses on regulatory implementation of the Continuum of Care (CoC) Program, including the Continuum of Care planning process.
8. Coordinated Assessment: A centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool. This definition establishes basic minimum HUD requirements for the Continuum’s centralized or coordinated assessment system.

9. Governance Charter: A document that outlines the roles and responsibilities of the CoC Steering Committee, the CoC Steering Committee, Continuum of Care Committee(s), the Lead Agency, the Collaborative Applicant and the Homeless Management Information System (HMIS) Lead with the intent to creating an inclusive, transparent process by which makes strategic decisions in order to meet the goals of preventing and ending homelessness.

10. The HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act: The HEARTH Act of 2009 was signed into law on May 20, 2009. The HEARTH Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including a change in HUD's definition of homelessness and chronic homelessness.

11. HMIS: A computerized data collection application designed to capture client-level information over time on the characteristics of service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community's system of homeless services.

12. HMIS Lead Agency: Agency, organization or government department designated by CoC to administer and manage the HMIS.

13. HUD: Acronym used to refer to the federal Department of Housing and Urban Development that administers the Continuum of Care funding and program.

14. NOFA/NOFO: Notice of Funding Availability/Opportunity. As it relates to The Way Home, the NOFA refers to the annual Continuum of Care collaborative application for McKinney-Vento Homeless Assistance funds as amended by the HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act. The competition is facilitated by the Lead Agency with direction by the CoC Steering Committee. The collaborative application is submitted by the Lead Agency on behalf of The Way Home.

15. PSH: Permanent Supportive Housing is a Housing First Intervention that combines indefinite leasing or rental assistance with supportive services to help people and families experiencing chronic homelessness achieve housing stability.

16. RRH: Rapid Re-housing is a housing first intervention that emphasizes housing search and location services and short to medium-term rental assistance to move individuals and families experiencing homelessness (with or without a disability) as rapidly as possible into permanent housing. Intense but short-term case management is provided to help families stabilize and prepare to live independently.

17. RFP or RFQ: Request for Proposals or Request for Qualifications are used in procurement bidding for vendors and provides specific scope of work and requirements.
18. Workgroups: Workgroups are the action planning components of the CoC. Workgroup activities may be facilitated by the Lead Agency or other key stakeholder(s) as appointed by the Steering Committee. Workgroups may make recommendations for Resolutions to the Steering Committee regarding CoC policies and procedures, and/or report outcomes and data analytics, performance measures, and activities to the Steering Committee. The Lead Agency shall be responsible for reporting Workgroup activities to the Steering Committee. The Steering Committee may retire a task workgroup no longer required by majority vote.
Public Call for At-Large Representatives for The Way Home Steering Committee

The Way Home Steering Committee is seeking At-Large Steering Committee Representatives. Per The Way Home Continuum of Care Steering Committee Charter, At-Large seats are defined as professionals who work in systems that interact with the homeless response system (e.g., funding, philanthropy, health, mental health, Veterans Administration, school districts, child welfare, workforce development, university, criminal justice, business, faith community, victims service providers, etc.) and include those with Lived Experience. Among other duties, At-Large committee members should be able to help identify and leverage non-housing funds and expertise in the systems in which they work to help advance the region-wide effort to make homelessness rare, brief and nonrecurring.

Nominations or letters of interest are requested before 5 p.m. Friday, August 19, to be considered.

(Note: applications will be considered on a rolling basis for as long as seats remain vacant and at term-limits. Interested applicants who are not able to meet the Aug. 19 deadline may still submit their materials for consideration in a later round of recruitment.)

About The Way Home

The Way Home is the collective effort to prevent and end homelessness in the cities of Houston, Pasadena, Conroe, and throughout Harris, Fort Bend, and Montgomery counties, Texas. The Way Home is made up of more than 100 partners from all areas of the community, including homeless service agencies, local governments, public housing authorities, the local Veterans Affairs office, and other nonprofits and community stakeholders. The partners of The Way Home work to make homelessness rare, brief, and non-recurring in our region.

The Coalition for the Homeless of Houston/Harris County, a 501c3, is the lead agency to The Way Home. The Way Home is the name for our local Continuum of Care (CoC), TX-700. Learn more about CoCs here.

About the Steering Committee

The Way Home Steering Committee is the lead decision making body responsible for managing community planning, coordination, and evaluation to ensure that the homeless response system rapidly ends people’s homelessness permanently, while minimizing the trauma and dislocation caused to people and their communities by homelessness. This includes planning for the use of HUD’s CoC resources and coordinating these funds with other relevant resources in the jurisdiction.

Membership in the CoC ensures community wide commitment to preventing and ending homelessness and must represent a diverse body of stakeholders throughout the entire geographic area of the CoC. The intent is that the CoC be as inclusive as possible, to include the opinions and insights of various parties.

The Steering Committee consists of up to 21 designated seats. Each Steering Committee member must have the fiscal and program authority of the organization they represent.
The Way Home Steering Committee has specific responsibilities as outlined by HUD in the CoC Interim Rule, and further information can be found in The Way Home CoC Charter.

Who is eligible to become an At-Large Representative?

At-Large representatives are professionals who work in systems that interact with the homeless response system (e.g., funding, philanthropy, health, mental health, Veterans Administration, school districts, child welfare, workforce development, university, criminal justice, business, faith community, victims service providers, etc.). The role of At-Large Representatives is to assist the CoC in leveraging mainstream funding from — and making positive changes within — those systems for the benefit of people experiencing homelessness in our region.

Currently, The Way Home Steering Committee is prioritizing representation from the following systems: child welfare, workforce development, and criminal/juvenile justice.

Note to service providers: People who work for organizations that provide services for people experiencing homelessness are encouraged to seek membership on the Steering Committee as Provider Representative. Provider Representatives are elected by the provider partner agencies of The Way Home. More information about the next Provider Representative election will be provided at the Provider Input Forum on Wednesday, Nov. 16, 2022, at 9am and shared via the CoC Connection newsletter.

Visit https://www.homelesshouston.org/thewayhome to learn more, or click here to view the Steering Committee charter.

Who is eligible to become an At-Large Consumer Representative?

At-Large Consumer representatives are people with lived experience with homelessness, and the role of the At-Large Consumer Representatives is to help ensure that Steering Committee decisions include the perspective of people that have experienced homelessness firsthand.

At-Large Consumer representatives provide The Way Home CoC the opportunity to work towards solutions collaboratively and collectively to end homelessness by operationalizing equity through the unique strategy of involving experts with lived expertise of homelessness.

Although all members of the Steering Committee are appreciated for their unique expertise and experiences, those with lived expertise of homelessness can bring their courage, wisdom, and resolve to every conversation that can help our community transform by participating on this leadership body.

Currently, The Way Home Steering Committee is encouraging candidates who have lived experience of homelessness, who also work(ed) within the homeless response system to apply.

Commitment

The Way Home Steering Committee Meetings are open to the public and are held on the second Thursday of each month (unless noted otherwise on The Way Home Portal), starting at 1 or 3:30 p.m.
virtually via an online meeting platform.

In addition to these meetings, Steering Committee members should plan to dedicate a few hours each month for meeting preparation and time to review materials for each meeting. At times there may be additional meetings to discuss new challenges or events, workgroups committee members may be asked to join, and email votes may be required on time-sensitive items.

Steering Committee members must attend at least 75% of all meetings; they are encouraged to attend all. At-Large Steering Committee member terms last for two years. These representatives may serve up to three consecutive terms if re-elected by the Nominating Committee and then approved by vote of the Steering Committee.

Support

Being part of The Way Home Steering Committee involves time-consuming, challenging work and cultivating knowledge of complex systems. Because the Coalition for the Homeless is the Lead Agency to The Way Home, Coalition staff are available to support Steering Committee members.

New Steering Committee members will receive a comprehensive orientation and onboarding curriculum.

Inclusivity Statement

The Steering Committee is committed to improving its inclusivity and transparency; therefore, meetings will include clear presentation of information, deliberate requests for specific input from At-Large Representatives, and open discussions of choices in decision-making. The Steering Committee is committed to creating an environment where all voices are heard and valued. The Steering Committee will seek to make accommodation necessary to ensure the meaningful participation of all members.

Evaluation of Applicants

In evaluating nominations/letters of interest, the Nominations Committee will consider the following:

- Is the candidate representative of the diverse populations served by the CoC?
- Can the candidate assist the CoC with leveraging mainstream funds from — and making positive changes within — adjacent systems (e.g., health, mental health, Veterans Administration, school districts, child welfare, workforce development, university, criminal justice, business, faith community, victims service providers, etc.) for the benefit of people experiencing homelessness in our region?
- Have a working knowledge of homelessness and live and/or work in the CoC’s geographic area.
- Ability to fulfill Steering Committee responsibilities and in compliance with the CoC Governance Charter and/or applicable policies.

How to apply

Please send nominations or letters of interest to SCquestions@homelesshouston.org with a resume if available (or a paragraph describing the qualifications of the person nominated if a resume is not...
available). Please be sure to include the full name, email address and phone number of the nominee/applicant. Please indicate in the subject line of your email that you are submitting a nomination (or letter of interest) for an At-Large or At-Large Consumer Representative.

Nominations or letters of interest are requested by 5 p.m. Friday, August 19, 2022.

All nominations/letters of interest will be reviewed by the Nominations Committee and Lead Agency. Strong applicants will be selected for interviews, and recommendations for new Representatives will be made to the full Steering Committee for approval at an upcoming Steering Committee meeting or via email vote. Selected members must comply with the Code of Conduct and the Steering Committee Conflict of Interest Statement.

Timeline

- August 11: Open call announced at Steering Committee meeting
- August 12 – August 19: Candidate submissions and nominations are accepted and sent to scquestions@homelesshouston.org.
- August 19: Public call for submissions is closed at 5pm
- August 22 – August 26: Nominating Committee and Lead Agency review submissions
- August 29 – September 2: Virtual interviews are conducted for selected candidates
- September 8: Vote of recommended candidate(s) occurs

Please email Caybryn Southern at csouthern@homelesshouston.org if you have any questions.