

HOUSING OPPORTUNITIES ACTION COUNCIL

DECLARATION OF COOPERATION

Declaration and Purpose: This Declaration of Cooperation acknowledges that [Insert Agency Name] supports the mission of the HOAC of Benton County and has a shared responsibility to improving health and social outcomes for chronically homeless individuals/families and non-chronic homeless individuals/families

Our organization will demonstrate commitment to the HOAC mission by:

- Working across traditional programs and sectors for collective community accountability
- Finding the homeless or at-risk in each community that need the most support while ensuring equity
- Working with homeless individuals and families to identify their unique and specific needs
- Linking individuals and families with services and providers who can best address their needs

[Insert Agency Name] agrees to continue its active participation in the HOAC. We will align efforts, resources and strategies toward meeting the shared goals of the HOAC. As part of the [] sector, my organization will contribute to the county-wide partnership on the goal(s) of *(check all that apply)*:

System Coordination

- Reducing administrative overhead
- Improving the ways programs better coordinate and share information
- Reducing disparities in access to services and supports
- Ensuring that services and supports are culturally responsive
- Establishing shared measurement practices, collecting data and measuring results consistently

Comprehensive Service Delivery

- Supporting differentiated yet coordinated and aligned activities toward achieving the common agenda
- Providing supportive services to prevent persons from becoming homeless and enable those who are homeless to maximize their self-sufficiency
- Ensuring that homeless and at-risk individuals and families experience aligned, culturally responsive instructional practices and seamless transitions between service providers

As an active partner, my organization will enhance outcomes of the HOAC by contributing the following:

- Financial Support—Leverage funding, support innovative funding schemes
- In-Kind—Dedicate staff to serve on TYP Governing Board, workgroups and/or teams, provide staff trainings, share service data
- Materials—share books, program, transportation resources
- Expertise—develop integrated systems, consulting on working with at risk populations
- Other—Assist in building systems-level communication channels with non-traditional partners

This agreement will be effective from January 1, 2016 until June 30, 2017 and in future years must be renewed at the May Governing Board Meeting prior to the beginning of each new fiscal year.

Name:
Title:
Date:

Name: Biff Traber
Title: HOAC Co-Chair
Date:

Name:
Title:
Date:

Name: Anne Schuster
Title: HOAC Co-Chair
Date:

HOUSING OPPORTUNITIES ACTION COUNCIL

GOVERNING BOARD CHARTER

Draft 7 (01-20-16)

In 2009, the Ten Year Plan Steering Committee published an inaugural Ten-Year Plan to Address Issues Surrounding Housing and Homelessness in Benton County, Oregon (TYP). Since then, a collection of service agencies and community stakeholders—identified as the Homeless Oversight Committee—have continued meeting to move work forward.

Beginning in January 2016, this collection of interested and motivated stakeholders will be referred to as the Housing Opportunities Action Council (HOAC).

ARTICLE I—NAME and LEAD ADMINISTRATOR

Section 1: The name of this organization shall be the Housing Opportunities Action Council Governing Board, hereafter referred to as the HOAC Governing Board or Governing Board, which serves as the body charged with managing and implementing activities and initiatives addressing issues surrounding housing and homelessness in Benton County. The HOAC Governing Board assumes responsibility for identifying priorities and updating, editing, or modifying the TYP as necessary and appropriate.

Section 2: A Lead Administrator for the HOAC and its Governing Board shall be identified to serve as the backbone organization for HOAC. Role outlined in Operating Policies. Responsibilities outlined in contract.

ARTICLE II—COMMON AGENDA, PURPOSE AND GUIDING PRINCIPLES

Section 1: Common Agenda. The HOAC Governing Board is a cross-section of community partners in the county with the common agenda of working collectively to ensure everyone, regardless of family situation, has a decent, safe, and affordable place to call home. The HOAC Governing Board is charged with achieving and advocating for the following four overarching outcomes:

- ✓ Provide prevention and supportive services to prevent persons from becoming homeless.
- ✓ Enable those who are homeless to move into and remain in a stable housing situation and maximize their self-sufficiency. This may include limited emergency services including shelter.
- ✓ Provide support for services aimed at harm reduction.
- ✓ Establish priorities for achievement of these outcomes

Section 2: Statement of Purpose. The Ten Year Plan is a long-range, comprehensive plan to help chronically homeless individuals and non-chronic homeless individuals return to healthy and stable lives in permanent housing. The HOAC Governing Board's purpose, in implementing the TYP, is development and support of a coordinated system of services designed to maximize resources and to ensure that individuals and families in the service area receive the support they need to secure and maintain a safe and affordable home. The HOAC Governing Board will perform its work in compliance with applicable regulations where necessary.

Section 3: Guiding Principles. The HOAC Governing Board shall operate under the following guiding principles in fulfilling the vision, mission and outcome goals of the Ten Year Plan:

- There are several places where families and organizations cross, providing opportunities for systems alignment and coordination.
- We will strive to create community-specific strategies, since needs and programs differ across neighborhoods and communities.

- We respect and value our existing relationships and will seek to expand our partnerships and build new relationships.
- The Collective Impact Model will guide our actions including the five core components; common agenda, shared measurement, mutually reinforcing activities, continuous communication and backbone support.
- We seek to create a collaborative system of services that is inclusive and transparent with processes and procedures that are as stream-lining as much as possible.
- Our governance model will evolve over time, and will be evaluated annually, and adjusted to strategically meet outcomes.

ARTICLE III—SERVICE AREA AND APPROACH

Section 1: Service Area. The Ten Year Plan serves Benton County.

Section 2: Approach. The HOAC Governing Board is committed to improving the overarching outcomes by using the Collective Impact approach.

1. **Common Agenda:** Establishing and guiding the shared vision and strategies for change and building the public will for change;
2. **Shared Measurement:** Establishing shared measurement practices, collecting data and measuring results consistently;
3. **Mutually Reinforcing Activities:** Supporting differentiated yet coordinated and aligned activities toward achieving the common agenda;
4. **Continuous Communication:** Consistent and open communication which includes building public will; and
5. **Backbone Support:** Staff that coordinates and facilities the initiative and coordinates cross sector partner efforts.

ARTICLE IV—GOVERNANCE STRUCTURE

The governance structure of the HOAC will include the following components:

- 1) Cooperating Agencies
- 2) HOAC Governing Board and its Standing Committees
- 3) Coordinated Delivery Teams
- 4) Ad hoc work groups

ARTICLE V—LEAD ADMINISTRATOR

A Lead Administrator will serve as the fiscal agent and backbone organization for the HOAC. Its role and responsibilities will be referenced in Operating Policies and articulated in its contract.

ARTICLE VI—DECLARATION OF COOPERATION

Cooperating agencies agree to work together, in a collaborative model, to implement identified strategies in support of the HOAC. Cooperating Agencies will be instrumental to the HOAC in developing an ongoing, transparent communication plan and shared tracking and evaluation of outcomes, and participate in standing committees and workgroups where appropriate.

Cooperating Agency representatives will nominate candidates for the inaugural Governing Board. They will also be eligible to request letters of support from the Governing Board in support of funding application (which will be forwarded for recommendation by the Funding Coordination Team, in a transparent manner).

A Declaration of Cooperation has been created to document the agreement and commitment of the cooperating organizations.

ARTICLE VII—GOVERNING BOARD

Section 1: Membership. The Governing Board will be made up of between twenty-three (23) to thirty-one (31) members:

At Large: up to three at-large members, elected by the Governing Board and nominated by Cooperating Agencies;

Sectors: thirteen sector members, consisting of individuals representing each of the identified sectors (Basic Needs Services, Business Association(s), Education, Faith Community, Health [physical, behavioral, oral] Services, Homeless Advocacy, Housing / Housing Development Services, Law Enforcement, Senior Services, Social Justice, Veterans' Services, Workforce Development, and Youth Services;

Standing Positions—Service Agencies: eight members from each of the following organizations: CARDV, Community Outreach, Corvallis Daytime Drop-in Center, Corvallis Housing First, DHS, Jackson Street Youth Services, Linn-Benton Housing Authority, and Willamette Neighborhood Housing Services;

Standing Positions—Policy & Advocacy Organizations: seven members from each of the following organizations: Benton County, City of Corvallis, Benton Community Foundation, Community Services Consortium, Oregon State University, Samaritan Health Services, United Way of Benton & Lincoln Counties.

Co-Chairs: one elected City official and one elected County official will serve as ex-officio members and together Co-Chair the Governing Board.

Section 2: Nominations and Appointments. The initial board was selected through a nomination process and elections conducted by ballot. Subsequent board members for the sector positions will be recruited by HOAC cooperating agencies based on identified sector. Selection will be made by the Governing Board with consideration for needs (i.e. expertise, equity lens) of the Board. The fifteen organizations with standing positions will appoint their own representatives to the Board; those appointed should have key decision-making responsibilities within their organizations.

Section 3: Alternates. As continuity is important, the use of alternates is discouraged, however, when necessary, any organizations with standing positions may use alternates. These alternates should ideally be identified in advance, should be fully briefed and able to represent the organization during decision making.

Section 4: Length of Service. Initial members who represent at-large positions and the fifteen sectors will serve for staggered terms as follows: 1/3 will rotate off in two years, 1/3 in three years and 1/3 in four years. All future members who represent the thirteen sectors will serve for a term of three (3) years. The terms of the organizational standing position members will be determined by each organization, with finite term limits.

Section 5: Roles and Responsibilities of the Governing Board

- Ensure the vision and mission of the HOAC
- Provide fiscal oversight
- Provide oversight to standing committees and coordinated delivery teams
- Foster cross-sector alignment and integration
- Oversee the implementation of the HOAC plan, identify specific priorities, and monitor actions to ensure outcomes
- Set priorities for achievement of outcomes
- Manage resource allocations

Section 6: Meetings, Quorum. On an annual basis the Board will establish a schedule of regular meetings. Special meetings will be called as needed. Attendance at meetings may be in person, by call-in or by real-time video. When members participate remotely, their presence will count toward a quorum. The quorum necessary to make final decisions will be 51% of the Governing Board Members (n=16).

Section 7: Notice. All members shall be given written (including e-mail) notice of time, date, location and purpose of the meeting at least 3 days before a regular Governing Board Meeting and a written (including e-mail) or verbal notice one day before a special meeting.

Section 8: Stipends. Stipends for costs associated with attendance are not provided.

Section 9: Officers. The Governing Board will have two co-chairs, who will facilitate the Board meetings and serve on the Leadership Committee.

Section 10: Removal of Board Members. A Member may be recommended for removal by the Leadership Committee and removed from the Board by a super-majority vote (75%) of the membership then in office. A member may be removed for the following reasons: being convicted of a felony; for conduct detrimental to the ability of the Board to effectively conduct business; or for missing three (3) consecutive meetings or for three (3) unexcused absences during one fiscal year (July 1 to June 30). Such instances of absenteeism shall be reported by the chair to the Member by written notification. The Leadership Committee shall make its recommendation for removal to the Board only after notifying the Member and after making informal attempts to remedy any situation involving detrimental conduct.

Section 11: Standing Committees of the Governing Board

Membership, management, and other duties of each committee are outlined in Operating Policies. Coordinated Delivery Teams and/or other ad hoc work groups will be defined as needed in Operating Policies.

Leadership Committee: meets in between the general board meetings. Their duties include: debriefing the past board meeting and planning the agenda for the upcoming meeting, and making recommendations to the full Board as needed.

SMART Team: monitors progress on HOAC goals; ensures outcomes align with strategic objectives.

Funding Coordination Team: ensures accurate financial information is available to the Governing Board and supports HOAC budgeting and financial management.

ARTICLE IX—DECISION MAKING

The Governing Board will strive for modified consensus in all of its decision-making. Functional definitions and parameters are outlined in Operating Policies.

Agenda, Absent Meetings, Meeting Summary

Items requiring a formal decision will be noted on the agenda. Absent group members are invited to provide their input for group consideration in advance of the meeting they will miss.

Highlights of the discussion leading to a decision; the decision; and any minority opinions will be included in the meeting summary.

ARTICLE X—STANDARD OF CONDUCT

Section 1: Confidentiality. All individual client information obtained by the Lead Administrator, Board members, members of working/advisory group, subcontractors or partners will be treated as confidential, and shall not be divulged without the written consent of the client, the responsible parent of a minor child, or his or her guardian except as required under mandatory reporting guidelines. Disclosure of information in summaries, statistical or other form, which does not identify specific individuals is allowed. The use or disclosure of information concerning clients shall be limited to

persons directly connected with the delivery of HOAC programs and initiatives. The Governing Board, primary service providers and subcontractors will share information as necessary to effectively serve HOAC clients. Board members will be required to annually sign the HOAC Confidentiality form.

Section 2: Conflict of Interest. All members of the HOAC Governing Board **must disclose** when they believe they have *or may have* a conflict of interest, and may participate in discussions that are leading to consensus. If, however, consensus cannot be reached and the group uses the fall-back voting process, the individual with the conflict of interest may not participate in that final vote.

Definition A conflict of interest occurs when one's responsibilities to the HOAC Governing Board could be influenced or compromised by self-interest, a prior commitment, competing loyalties (for example, caused by another role one is serving in) or an inability to be objective.

- **Example:** Financial conflict—a member, or a member of his/her family, would serve to benefit financially from a decision made by the Board.
- **Example:** Role conflict--a member's role in an organization other than the HOAC carries with it certain responsibilities that compromise his or her ability to act objectively on an issue being considered by the Board.

Failure to disclose: If the Board or Leadership Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board or Leadership Committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Conflict of Interest Form: Board members annually agree to and sign the HOAC Conflict of Interest form.

Section 3: Personal Conduct. Members shall conduct themselves in a manner calculated to avoid damaging the reputation and good name of the HOAC.

ARTICLE XI—DURATION AND MODIFICATION OF THESE BYLAWS

Any amendments to the Charter shall be approved by 75% of the Governing Board membership. Written notice of the proposed amendment shall be given in the agenda for the meeting. Review and revision of this Charter shall take place annually on a schedule adopted by the Governing Board.

HOUSING OPPORTUNITIES ACTION COUNCIL

OPERATING POLICIES

Draft 7 (01-20-16)

This policy outlines the functional structure and operational goals of the Housing Opportunities Action Council (HOAC) of Benton County; and will enable the organization to support the housing-first approach to reducing homelessness outlined in the Ten Year Plan (2009).

I. Definitions

- a. **Adult Service Team (AST)**: A coordinated delivery team convened to help homeless or near homeless individuals/families overcome or prevent the conditions of homelessness by facilitating access to comprehensive community based coordinated services leading to stabilized lives.
- b. **Affordable Housing**: The generally accepted definition of affordability is that a household pay no more than 30% of its annual income on housing. Households paying more are considered cost-burdened, and may have difficulty affording necessities such as food, childcare, transportation, and medical care.
- c. **Backbone organization**: helps maintain overall strategic coherence and coordinates and manages the day-to-day operations and implementation of work, including stakeholder engagement, communications, data collection and analysis, and other responsibilities.
- d. **Continuum of Care**: A community plan to organize and deliver services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency.
- e. **Emergency Shelter**: Any facility for which the primary purpose is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless.
- f. **Homeless**: any person who does not have a permanent place to live; which may include those at imminent risk of homelessness, if they have one or more of the following risk factors (as identified in the HUD definition):
 - i) Lacking a fixed, regular, and adequate nighttime residence;
 - ii) Where a primary nighttime residence is a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for the mentally ill), an institution that provides a temporary residence for individuals intended to be institutionalized, or a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings;
 - iii) Those facing eviction, foreclosure, forfeiture, or tax crisis; those with shut-off notices or current disconnection of basic utilities;
 - iv) Those with an order to vacate their home for health or safety reasons by a governmental body;
 - v) Those experiencing domestic violence; or those with existing housing which is unlivable (as defined by a governmental body); or
 - vi) An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.
- g. **Cooperating Agencies**: Service agencies and stakeholders who agree to work together, in a collaborative model, to implement identified strategies in support of the HOAC. Cooperating organizations work together to develop and maintain an ongoing, transparent communication plan and shared tracking and evaluation of outcomes; and participate in standing committees and workgroups where appropriate. Each cooperating organization signs a Declaration of Cooperation affirming its commitment to the HOAC and its work.
- h. **SMART Goals**: Goals that are Specific, Measurable, Attainable, Relevant, and Time-Bound.

II. Responsibilities & Operations

This section summarizes HOAC structure, responsibilities, and operations. Committees, Teams, and work groups may develop charters to articulate further detail.

- a. Lead Administrator: serves as the backbone organization for the HOAC. As such, it will serve as the fiscal agent for the HOAC, may have the authority to sign and enter into contracts on behalf of the HOAC Governing Board and accept responsibility for advancing HOAC outcomes. The Lead Administrator reports to the HOAC Governing Board. Specific responsibilities are outlined in its contract.
- b. Governing Board: consists of defined number of representatives from identified sectors, service organizations, public policy and advocacy organizations, and at-large members. Wherever possible, sector members should be recruited from organizations other than those with standing seats. Details about Governing Board formation and core duties are outlined in the HOAC charter.
- c. Standing Committees:
 1. Leadership Committee: meets in between the general board meetings. Debriefs past board meeting and plans agenda for the upcoming meeting; makes recommendations to the full Board as needed, and other duties that may arise.
 - i. Consists of the Governing Board co-chairs, 3 additional Board members, and one representative of each standing committee. The co-chairs of the Governing Board serve as facilitators
 - ii. Reports to the Governing Board
 2. SMART Team: meets at regularly identified intervals in between general Governing Board meetings to review progress-to-date on HOAC goals, propose tangible outcomes to meet long-term goals associated with long-term strategic objectives, and develop an annual work plan for HOAC based on SMART Goals.
 - i. Consists of 2-4 Board Members, ___ cooperating agencies, and _____. One committee member will be chosen as facilitator; facilitator provides status reports to the Governing Board.
 - ii. The SMART Team makes recommendations to the full Board, it has no decision-making authority
 3. Funding Coordination Team: meets at regularly identified intervals in between general Governing Board meetings to tracks and report on funding streams, review the financial situation of the HOAC, and support HOAC budgeting and financial management. Additionally, the team manages requested letters of support for funding applications; only proposals meeting the goals of the HOAC will be forwarded to the Governing Board for cooperating agency support.
 - i. Membership is appointed and removed by the Governing Board. One committee member will be chosen as facilitator; facilitator provides status reports to the Governing Board.
 - ii. The Funding Coordination Team makes recommendations to the full Board, it has no decision-making authority.
- d. Coordinated Delivery Team(s): collaboration-based work groups which operate in collective impact practices; convened and sun-set as needed to implement strategic plan objectives and initiatives.
 - i. Membership is open to interested participants; representation from cooperating agencies and identified sectors is preferred. One committee member will be chosen as facilitator; facilitator provides status reports to the Governing Board.
- e. Ad hoc work groups: limited-duration work groups created to accomplish a specific one-time or variable task; convened and disbanded as needed.

III. Decision Making

The Governing Board will strive for modified consensus in all of its decision-making. Working toward consensus is a fundamental principle and includes the following understandings:

- a. Modified Consensus: all group members either fully support or can live with a proposal or decision and believe that their constituents can as well. In reaching consensus, some Board members may strongly endorse a particular proposal while others may accept it as "workable." Others may be only able to "live with it." Still others may choose to "stand aside" by verbally noting a disagreement, yet allowing the group to reach a consensus without them. Any of these actions still constitutes consensus.

Those who choose to "stand aside" may request to have their views represented in meeting summaries and any final report or decision document.

- b. Representatives: When initial agreement is achieved, some participants may need to take the agreement back to their constituencies or a higher decision-making authority for ratification. If those higher authorities or constituents express concerns or reservations, they also have an obligation to propose an alternative that will address all interests. These responses will be brought back to the group for further deliberations.
- c. When Consensus Cannot be Reached: Reaching consensus is the intended outcome of each discussion. If the group is not able to reach consensus after full deliberation and attempts to break impasse have not been effective, a vote on the proposal will be taken by show of hands. The proposal or decision passes if a super-majority (75%) of the members who are present vote in favor of it. Those in the minority are invited to write a "minority statement" describing their concerns and views, and this statement will become part of the official meeting summary.

IV. Oversight

This policy will be reviewed annually by the HOAC Leadership Committee or sooner if conditions warrant. Any changes will be reviewed and approved by the Governing Board.

- a. The Board is responsible for strict compliance with the provisions of the prudent person rule as it pertains to their duties and responsibilities.
- b. The Board is responsible for reviewing these policies regularly to insure the guidelines are appropriate to economic conditions and the goals of the Board.

Review Periods identified:

- January 2017 or approved modification, whichever comes first.
- Annually thereafter, as part of the HOAC strategic planning process.

Original draft	01-20-16
Governing Board review	
Adoption	
Leadership Committee review	
Governing Board approval	

Housing Opportunities Action Council
Membership Candidate Application

Membership Type: Sector At-Large

Applicant Information: _____

Name: _____

Address: _____ City/Zip: _____

Email: _____

Telephone: _____

I am (please check one of the following):

<input type="checkbox"/>	Homeless
<input type="checkbox"/>	Previously Homeless
<input type="checkbox"/>	Currently Serving the Homeless
<input type="checkbox"/>	Concerned About Issues Facing the Homeless

I am representing the following (check one):

Sector Seats:

<input type="checkbox"/>	Basic Needs Services	<input type="checkbox"/>	Business Association	<input type="checkbox"/>	Education
<input type="checkbox"/>	Faith Community	<input type="checkbox"/>	Health/Behavioral/Oral	<input type="checkbox"/>	Homeless Advocacy
<input type="checkbox"/>	Housing/House Develop.	<input type="checkbox"/>	Law Enforcement	<input type="checkbox"/>	Senior Services
<input type="checkbox"/>	Social Justice	<input type="checkbox"/>	Veterans Services	<input type="checkbox"/>	Workforce Development
<input type="checkbox"/>	Youth Services	<input type="checkbox"/>	At-Large	<input type="checkbox"/>	

Please state why you represent the selected category and what committee are you willing to serve on to help support the work of the HOAC. (250 Words)

Please describe your previous coalition work on homeless issues in the community (250 Words).

____ Leadership Committee

____ SMART Team

____ Funding Coordination Team

____ Coordinated Delivery Teams

____ Ad Hoc

Signature

Date

At-LARGE SEATS -

	Proposed Member(s)
1	
2	
3	

SECTOR SEATS

	Sector	Proposed Member(s)
4	Basic Needs Services	
6	Business Association(s)	
7	Education	
8	Faith Community	
9	Health / Behavioral Health	
10	Homeless Advocacy	
11	Housing / Housing development	
12	Law Enforcement	
13	Senior Services	
14	Social Justice	
15	Veterans Services	
16	Workforce Development	
17	Youth Services	

STANDING SEATS - SERVICE ORGANIZATIONS

	Organizations	Proposed Member
18	CARDV	
19	Community Outreach	
20	Corv Daytime Dropin Center	
21	Corv Housing First	
22	DHS	
23	JSYS	
24	Linn-Benton Housing Authority	
25	Willamette Neighborhood Housing Services	

STANDING SEATS - POLICY & ADVOCACY

	Organizations	Proposed Member
26	Benton County	
27	City of Corvallis	
28	Benton Community Foundation	
29	Community Services Consortium	
30	Oregon State University	
31	Samaritan Health Services	
32	United Way	