



GOVERNANCE  
CHARTER  
HUD Continuum of Care:  
NY-505

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# Contents

- 1. Organization..... 1
- 2. Geographical Area..... 1
- 3. Purpose and Mission ..... 1
- 4. Organizational Chart..... 3
- 5. Rights and Responsibilities..... 4
  - 5.1. HHC Body ..... 4
  - 5.2. HHC Advisory Board ..... 4
  - 5.3. Collaborative Applicant and HMIS Lead ..... 5
  - 5.4. HHC Director & Staff..... 5
- 6. HHC Body Operations ..... 6
  - 6.1. General Membership in the HHC Body..... 6
  - 6.2. Voting Membership in the HHC Body ..... 6
  - 6.3. HHC Body Meetings ..... 7
- 7. HHC Advisory Board ..... 8
  - 7.1. Advisory Board Structure ..... 8
  - 7.2. Terms..... 8
  - 7.3. Nomination and Approval of Advisory Board Members ..... 8
  - 7.4. Balanced and Representative Board ..... 9
  - 7.5. Officers ..... 9
  - 7.6. Resignation and Removal..... 9
  - 7.7. Vacancies..... 10
  - 7.8. Conflict of Interests and Recusal Process ..... 10
- 8. Committees of the HHC Advisory Board..... 10
  - 8.1. Executive Committee ..... 10
  - 8.2. HUD Selection/Performance Evaluation Committee ..... 10
  - 8.3. Governance/Policies Committee ..... 11
  - 8.4. Program/Advocacy Planning Committee..... 11
- 9. HHC Body Committees and Working Groups ..... 11
  - 9.1. Data Administration Committee ..... 11
  - 9.2. Funded Agency Committee..... 11
  - 9.3. Oswego County Committee ..... 12
  - 9.4. Cayuga County Committee..... 12
  - 9.5. Onondaga County Committee..... 12
  - 9.6. Coordinated Entry Workgroup..... 12

9.7. Street Outreach Workgroup ..... 12

9.8. Veterans Workgroup..... 12

9.9. Housing Service Providers Workgroup..... 13

10. Appointment of Agents and Designation of HMIS..... 13

    10.1. Collaborative Applicant..... 13

    10.2. HMIS Lead ..... 13

11. HHC Director ..... 13

12. Operational Guidelines Amendments ..... 13

# 1. Organization

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The Housing and Homeless Coalition of Central New York (“HHC”) serves as the Continuum of Care (“CoC”) designated by the United States Department of Housing and Urban Development (“HUD”) as NY-505, bringing together Onondaga, Oswego and Cayuga Counties.

The United Way of Central New York has been designated the Collaborative Applicant and HMIS Lead and has been designated by the CoC to certify and submit the annual CoC Program funding application and Annual Homeless Assessment Report (AHAR).

## 2. Geographical Area

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The HHC includes the City of Syracuse and the City of Auburn, the County of Onondaga, the County of Oswego and the County of Cayuga including the HUD Geo-codes: 366376, 369067, 361256, 369075, 360300, and 369011. HHC is the Continuum of Care (CoC) identified by HUD as NY-505. This region was previously includes Oswego County CoC (NY-509) (which merged in March 2015) and Cayuga/Auburn CoC (NY-502) (which merged in May 2016).

## 3. Purpose and Mission

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The mission of the HHC is to assess community needs and to develop a comprehensive community strategy to reduce, prevent and ultimately end homelessness and housing vulnerability in our community.

The vision of the HHC is a community with a comprehensive, effective and coordinated network of services to reduce, prevent and ultimately end homelessness.

The purpose of the HHC is to serve as the community coalition to address homelessness and housing vulnerability. The HHC promotes inclusion and facilitates both informal networking and formal linkages between service providers and individuals who currently or previously experienced homelessness. The HHC provides a regular forum for ongoing dialogue, which enables participants to enhance understanding, coordination and cooperation regarding the multi-faceted problems of homelessness and housing vulnerability. The HHC engages the participants in planning for future services through an outcome-oriented process that eliminates overlapping planning processes and unnecessary duplication of effort.

The HHC will work to alleviate homelessness by:

- Assessing community needs as they relate to homelessness and housing vulnerability;
- Developing an easily accessible continuum of services for individuals and families experiencing homelessness;
- Coordinating local resources to avoid duplication of services and unnecessary gaps in the service system;
- Collaborating to access funding opportunities;
- Providing a forum for communication between service recipients and service providers;
- Educating the general community on the needs of persons experiencing homelessness and the services available;
- Contributing information and participating in the community Consolidated Planning Process with the City of Syracuse and Onondaga County and the City of Auburn (ESG; CDBG; HOME);
- Developing and bringing together stakeholders to form and implement plans to end homelessness (i.e. 10 year plans, etc.).

# 4. Organizational Chart

The structure of the HHC is defined in the HHC Organizational Chart. The Rights and Responsibilities of each of these entities is defined Section 5 below.



## 5. Rights and Responsibilities

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The Rights and Responsibilities of the entities within the HHC are as follows

### 5.1. HHC Body

- Review and approve any changes to governance charter/operational guidelines annually.
- Establish an Advisory Board to act on behalf of the CoC.
- Review, update and approve a written process to select a board to act on behalf of the CoC at least once every 5 years.
- Approve fundamental changes in the structure of the coalition, such as mergers or consolidations.
- Designate HUD Collaborative Applicant, an HMIS Lead, and an HMIS Vendor/Software.
- Hold meetings of full membership at least semi-annually.
- Make an invitation for new members to join publicly available within the geographic region at least annually.
- Approve and follow written standards for providing CoC assistance.

### 5.2. HHC Advisory Board

- Ensure HHC obeys applicable HUD regulations and statutes.
- In consultation with the Collaborative Applicant and HMIS Lead, develop, follow and update annually a governance charter that will include all procedures and policies needed to comply with HUD and HMIS requirements, a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board (Final governance charter must be approved by full HHC if changes are made).
- Appoint additional committees, subcommittees or workgroups.
- In consultation with HUD Emergency Solutions Grants (“ESG”) Programs, establish/update written standards for providing CoC assistance.
- In consultation with ESG programs, design, oversee and approve changes to a coordinated assessment system that provides a comprehensive assessment of the needs of individuals and families for housing and services.
- Develop a CoC plan that includes coordinating the implementation of a housing and service system that encompasses:
  - Outreach, engagement and assessment;
  - Shelter, housing and supportive services; and
  - Prevention strategies.
- In consultation with HMIS Lead, review, revise and approve HMIS privacy plan, security plan, and data quality plan for HMIS.

- Consult with recipients and subrecipients to establish performance targets appropriate for population and program type, monitor recipient and subrecipient performance, evaluate outcomes, and address concerns regarding poor performers.
- Evaluate outcomes of projects funded under the ESG and CoC programs, and report to HUD.
- Engage in HUD Funding Process – NOFA related activities, including establish funding priorities and perform ratings and rankings to determine who will be included in the response to the NOFA.
- In conjunction with Collaborative Applicant/HMIS Lead, evaluate HHC Director performance

### **5.3. Collaborative Applicant and HMIS Lead**

- Collect, combine and submit the required NOFA application.
- Apply for and manage CoC Planning Grant and HMIS Grants.
- Employ HHC Staff; directly supervise HHC Director and Staff; and provide space, equipment, and needed supplies to staff.
- Provide insurance for HHC-related activities.
- Maintain finances for HHC planning and HMIS programs.
- House and manage HMIS. Enter HMIS use agreements with all HMIS users, and ensure HMIS users are complying with HMIS privacy and security policies

### **5.4. HHC Director & Staff**

- Operate as the public face of CoC.
- Carry out planning activities and all other CoC activities.
- Carry out monitoring of recipients and subrecipients.
- Ensure consistent participation of recipients and subrecipients in HMIS.
- Ensure HMIS is administered in compliance with requirements prescribed by HUD.
- Planning for and conducting a point-in-time count of homeless persons in accordance with HUD requirements.
- Conduct annual gaps analysis of the homeless needs and services available within the geographic area.
- Gather information required to complete Consolidated Plan.
- Consult with ESG program recipients on plan for allocating and reporting on ESG program recipients and subrecipients.



## **6. HHC Body Operations**

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### **6.1. General Membership in the HHC Body**

HHC Body meetings are open to all individuals, especially those who are currently experiencing or formerly experienced homelessness, and representatives from all sectors interested in learning about or addressing homelessness, housing vulnerability or other issues relevant to the mission, vision and purpose of the HHC. Membership in the HHC Body is also open to all stakeholders in Central New York, including nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.

All HHC Body members are encouraged to participate in HHC Committees and Workgroups. The HHC Body will consist of voting and non-voting members. Voting members are defined below in section 6.2. All other members are encouraged to participate but do not vote.

Membership and participation is required for all agencies actively receiving funds through the HUD CoC and ESG programs. At a minimum, participation shall be defined as attending and participating in regular meetings.

New members may enroll at any time during the year by providing to the HHC Director their names, contact information, and any relevant affiliations. Contact information, meeting agendas and minutes are listed on the HHC's website: <http://www.hhccny.org/>

### **6.2. Voting Membership in the HHC Body**

An agency or organization gets one vote. An individual not associated with an agency or organization gets one vote. In order to be in good standing to vote, the individual or organization must have attended at least 4 of the last 6 scheduled HHC General Meetings. The agency or organization can determine the representative who will vote at each meeting. Attendance may be in person, telephonically, or through web-based program.

Items or decisions requiring a vote must be made known to Members in good standing at least 5 business days prior to the vote. Members must be notified utilizing the current listing of Membership Contact Information which is via email through the HHC listserv. Members who do not have email access may request any correspondence via USPS Mail. Notification must include the date, time, location and voting item.

Quorum for a vote is defined as 2/3 of members in good standing for voting purposes. Any action by this quorum shall be considered an act of the full membership. A vote may only take place if a quorum of voting members is present.

Voting is to be conducted in a manner that protects the anonymity of the vote being cast by those participating in the vote. Ballots are distributed to eligible members at the HHC meeting at the end of the presentation of the voting topic. Ballots are then collected when voting is completed and tallied. The outcome of the vote will be shared in a group session with the present members of the HHC. Actions must be approved by a majority of voting members present.

### **6.3. HHC Body Meetings**

**Frequency:** The HHC holds General Meetings year-round on the 3<sup>rd</sup> Wednesday of even months, unless otherwise determined and communicated. The meetings are scheduled for a time during the regular business day at a place that offers a central location with access to public transportation.

**Annual Meeting:** The HHC will hold its Annual Meeting each year in June, during which time Advisory Board members and Advisory Board officers for the following year (defined as July through June) shall be elected and HHC Operational Guidelines will be approved. This annual meeting will take place instead of the regular general meeting that month.

**Agenda:** The HHC Director and Advisory Board Chair, with input from the coalition members, will determine the HHC General Meeting agenda and the order of the meeting. Agenda items include committee reports, agency updates, ending homelessness reports, legislative updates, and various presentations/trainings related to better serving those experiencing homelessness and identifying housing for vulnerable populations. The Agenda is distributed via the HHC email listserv.

**Minutes:** Minutes of the proceedings of the HHC General Meeting and any special meeting of the HHC are kept (by a notetaker appointed by the HHC Director) and shall include at a minimum the date, time, place of the meeting, agency updates, announcements, reports, and any issues or topics raised for discussion and any action taken. Minutes are distributed via the HHC email listserv.

**Attendance:** Meeting attendees are required to sign the meeting attendance sheets which serve as the formal document confirming participation and to maintain “good standing” status. Members participating telephonically or via web-based program must announce their participation, and the HHC Director (or their designee) will record their official attendance. The HHC Director takes attendance and maintains attendance records.

# 7. HHC Advisory Board

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## 7.1. Advisory Board Structure

The HHC Advisory Board shall be composed of up to twenty-five (25) voting members and two (2) non-voting members:

- 6 Service Providers (At least 1 from each county)
- 3 Key Stakeholders, such as non-HUD funded providers, faith-based community providers, housing developers, landlords, major employers or others
- ESG Recipient (City of Syracuse, Onondaga County for 2 total slots) – No term limit
- 2 Main Public Housing Authorities
- 3 representatives from state or county agencies or others addressing physical or mental healthcare, jail/corrections, substance abuse treatment, child welfare or other systems essential for addressing homelessness (one from each county)
- 3 Private Foundation Funders
- 3 at Large Members
- 2 Members who are Homeless or Formerly Homeless
- Collaborative Applicant/HMIS Lead (United Way) – no term limit
- HHC Director (Non-voting member) – no term limit
- HMIS Administrator (Non-voting member) – no term limit

## 7.2. Terms

All Advisory Board Members shall serve staggered terms of three years so that approximately one-third of Board Members will transition off the Board or go through the nomination process each year. A Board Member may serve for up to three consecutive years with one additional successive term and then must wait one year before accepting nomination to the Board again.

In the first year, newly appointed Advisory Board members will draw lots to determine the length of their terms- one, two, or three years.

## 7.3. Nomination and Approval of Advisory Board Members

Each January, the Nominating Workgroup will solicit nominations for open Homeless or Formerly Homeless Members, At-Large, Service Provider and Key Stakeholder Board positions from CoC membership. State and County agencies/Major System and Private Funder seats will be assigned or appointed and given to the Nominating Workgroup.

The Nominating Committee will prepare for Membership approval a slate of candidates for the Board to be presented before the Annual Meeting. The Nominating Committee will prepare brief bios that outline employment, board affiliations, and qualifications for the HHC Advisory Board for

the presentation to the HHC Membership. Finally, the Nominating Committee's primary goal is ensuring a balanced and representative Advisory Board.

## **7.4. Balanced and Representative Board**

To ensure a Board of balanced stakeholder groups, no more than one member of the board or staff of a particular organization, plus no more than one volunteer or consumer affiliated with that organization may serve on the Advisory Board at the same time. If the Governance Committee nominates two candidates with a common organizational affiliation (e.g., CEO and consumer), the materials presented to the HHC membership should note their shared affiliation, and should include a rationale for that decision. If the Governance Committee determines that a candidate put forth does not meet eligibility criteria or decides not to include a candidate on the slate for any reason, the Governance Committee will notify the entity making the nomination and allow a new nomination to be put forth. The Governance Committee will strive to have balanced representation between the different counties.

## **7.5. Officers**

The Officers of the HHC Advisory Board shall consist of the following members, who shall be elected by the HHC Body at its annual meeting.

**Chair:** The HHC Chair is elected to a one-year term and the option to renew for one additional term. Duties of the Chair include facilitating HHC Advisory Board meetings; acting as a liaison between the HHC and the Collaborative Applicant and HMIS Lead; working closely with the HHC Director to ensure that the mission and purposes of the HHC are being met; and such further duties as assigned by the HHC body and Advisory Body.

**Chair Elect:** The HHC Chair Elect is elected to succeed the HHC Chair at the termination of their term and, in the absence or at the request of the Chair, to perform the duties and exercise the powers of the Chair.

**Treasurer:** The HHC Treasurer is elected to oversee the care and custody of all of the funds of the HHC. The Treasurer will work together with the HHC Director and the Collaborative Applicant to prepare at least quarterly financial reports to the HHC Advisory Board. The Treasurer will assist the HHC Director to prepare annual and grant-based budgets.

**Secretary:** The Secretary is elected to attend all meetings of the Advisory Board and keep minutes thereof, as well as maintain the primary repository of all official policies and procedures of the HHC Advisory Board.

## **7.6. Resignation and Removal**

Any HHC Advisory Board Member may resign at any time by giving written notice to the Chair. In addition, Advisory Board Members may be removed from their position by a majority vote of Advisory Board Members for repeated absence, misconduct, failure to

participate, or violation of conflict of interest policies.

## **7.7. Vacancies**

When an Advisory Board Member resigns or is removed from their position, or cannot serve their full term for any reason, the HHC Body may elect a new person to fill the remaining unexpired term at the next general meeting of the HHC Body.

## **7.8. Conflict of Interests and Recusal Process**

If at any time there is a conflict of interest whereby an organization or individual will have a direct interest in the funding, scoring, ranking, or policy decision making, then that organization, representative of the organization or individual will recuse themselves for the process in order to mitigate any perceived conflict of interest. The recusal may be oral or in writing. In addition, the HHC Advisory Board may request an organization, representative of organization or individual to recuse themselves from any activities.

# **8. Committees of the HHC Advisory Board**

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Except as specified otherwise below, membership in the Committees of the HHC Advisory Board shall be limited to HHC Advisory Board members. All HHC Advisory Board members are expected to participate actively in at least one HHC Advisory Board Committee.

## **8.1. Executive Committee**

There shall be an Executive Committee, consisting of the officers of the HHC and the Chairs of each Committee of the Advisory Board, which shall have all of the authority of the Advisory Board, and shall be authorized to act, between meetings of the Advisory Board, on those matters on which action must be taken before the next regularly scheduled meetings of the Advisory Board, provided that the Executive Committee shall not have authority to remove any member of the Advisory Board. Additional duties of the Executive Committee include: approving HHC letters of support, assisting with the annual review of the HHC Director, liaise with the Collaborative Applicant, and oversee community relations and communications (e.g. press releases, website, year-end reports, etc.)

## **8.2. HUD Selection/Performance Evaluation Committee**

There shall be a HUD Selection/Performance Evaluation Committee, consisting only of non-CoC or ESG funded Advisory board member. The duties are to oversee all monitoring of funding agencies (which is performed by the HHC Director), develop and revise the monitoring tool, perform ratings and rankings for all applications to the NOFA, and conduct HMIS user evaluations including evaluating completeness and determining whether a new applicant should receive an HMIS license.

### **8.3. Governance/Policies Committee**

There shall be a Governance/Policies Committee whose duties are to update all HHC and HMIS policies on an annual basis, including HHC Operational Guidelines and HHC Guidelines, and to engage in Advisory Board Nomination and Leadership. The Governance/Policies Committee will engage in board recruitment, accept board nominations, and prepare the slate of Advisory Board nominations and officers for the HHC Body. The Governance/Policies Committee will also engage in board training and leadership development for new Advisory Board members.

### **8.4. Program/Advocacy Planning Committee**

The Program/Advocacy Planning Committee shall consist of all Officers, and is open to all Advisory Board Members, HHC Body Members, and Community Stakeholders. The Program/Advocacy Planning Committee is responsible for establishing HHC-wide priorities and plans for implementation, including updating 10 year plan and goals, identifying Gaps & Needs, and evaluating HMIS data outcomes to determine goals for the community. The Committee will explore other collaborative funding opportunities for the HHC. The Committee will update program policies for Coordinated Entry. The Committee will liaise with other housing-related committees and coalitions in the community to create a unified plan for advancing the mission and purposes of the HHC.

## **9. HHC Body Committees and Working Groups**

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In general, HHC committees are made up largely of HHC members and focus on policies, plans, operations, etc. of the different service providers within the HHC. HHC Workgroups are made up primarily of Direct Service Provider Staff and generally focus on addressing individual client needs through collaboration and coordination. The following are a list of Committees and Workgroups.

### **9.1. Data Administration Committee**

Required for all funded agencies, open to all HHC members, and responsible for:

- Organizing, overseeing, and compiling counts of the population and subpopulations of people experiencing homelessness
- Helping to plan, organize, promote and carry out the Point-In-Time (PIT) Count
- Working with the HHC Director and HMIS Administrator to provide education, feedback, and support to the membership on improving data quality
- Working with the HHC Director to review Homeless Management Information System (HMIS), Annual Homeless Assessment Report (AHAR), Housing Inventory Count (HIC) and System Performance Measures (SysPM).

### **9.2. Funded Agency Committee**

Required for all funded agencies funded through the CoC or ESG. Advises funded agencies on HUD compliance and new HUD policies. Meets on an as-need basis at least once per year.

### **9.3. Oswego County Committee**

Consists of all Oswego County HHC members, and is open to other Oswego County Stakeholders, and meets to address concerns particular to the Oswego County region. The county will address local gaps and needs issues such as Runaway and Homeless Youth. The Committee will regularly meet in odd-numbered months at a place and time determined by the Committee, and may meet more regularly if it so chooses.

### **9.4. Cayuga County Committee**

Consists of all Cayuga County HHC members, and is open to other Cayuga County Stakeholders, and meets to address concerns particular to the Cayuga County region. The county will address local gaps and needs issues such as Runaway and Homeless Youth. The Committee will regularly meet in odd-numbered months at a place and time determined by the Committee, and may meet more regularly if it so chooses.

### **9.5. Onondaga County Committee**

Consists of all Onondaga County HHC members, and is open to other Onondaga County Stakeholders, and meets to address concerns particular to the Onondaga County region. The county will address local gaps and needs issues such as Runaway and Homeless Youth. The Committee will regularly meet in odd-numbered months at a place and time determined by the Committee, and may meet more regularly if it so chooses.

### **9.6. Coordinated Entry Workgroup**

Ensures that the HHC is prioritizing those experiencing chronic homelessness and other vulnerable individuals for housing. Works with Program/Advocacy Committee to update Coordinated Entry Policies. See Coordinated Entry Policy and Procedures Manual on our website for more information: <http://www.hhccny.org/coc/coordinated-entry/>

### **9.7. Street Outreach Workgroup**

Meets regularly to address the needs of all individuals that are unsheltered as well as discussing any community concerns regarding street homelessness and outreach/engagement activities. The Street Outreach Workgroup also assists with the annual Point in Time (PIT) count and training for the count as it applies to unsheltered individuals.

### **9.8. Veterans Workgroup**

Meets regularly to address the needs of all veterans experiencing homelessness as well as following any new guidance regarding sustaining an end to Veteran homelessness as

Syracuse/Onondaga was granted an official declaration in 2015 from the United States Interagency Council on Homelessness. The Workgroup also reviews any practices or policies for programs that serve Veterans and updates the CoC's Functional Zero plan as needed.

## **9.9. Housing Service Providers Workgroup**

Meets regularly to address to share information regarding programs and services available to individuals and families, and provide opportunities for networking and professional development for housing service providers.

# **10. Appointment of Agents and Designation of HMIS**

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## **10.1. Collaborative Applicant**

The United Way of Central New York serves as the HHC's Collaborative Applicant.

## **10.2. HMIS Lead**

The United Way of Central New York serves as the HHC's HMIS Lead.

# **11. HHC Director**

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The HHC shall employ an HHC Director, who, subject to the control and discretion of the Board, shall have general charge, oversight and direction of the day-to-day affairs and business of the HHC. The HHC Director shall ensure that the activities of the HHC are operated in accordance with the mission, purposes, and policies of the HHC. The HHC Director shall perform such other duties and have such other power as may be assigned from time to time by the Board. The selection of the HHC Director shall be made by the Advisory Board by a majority vote of the Board. The HHC Director shall be an employee of the Collaborative Applicant and must conform to the policies and procedures of the Collaborative Applicant.

# **12. Operational Guidelines Amendments**

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The Operational Guidelines may be amended at any time by the HHC body through the procedures outlined above regarding Voting and Voting Membership, and will be reviewed and updated at least annually.