

EXHIBIT A

GOVERNANCE CHARTER FOR PORTLAND/ GRESHAM/ MULTNOMAH COUNTY CONTINUUM OF CARE

The purpose of this charter is to:

- confirm the vision and principles that will guide the Continuum of Care (CoC) towards ending homelessness
- establish the structure of the governance body for the CoC (the "CoC Board")
- establish the overall scope of responsibility of the CoC Board, including the general limitations of its budgetary and policy-making authority

The charter shall be initially ratified by the chartering jurisdictions (Portland City Council, Multnomah County Board of Commissioners, Gresham City Council and Home Forward Board of Commissioners), and then reviewed, updated annually by the CoC Board as described herein. Any significant proposed changes to the structure or scope of the CoC Board must be authorized by the chartering jurisdictions prior to enactment.

VISION AND PRINCIPLES FOR THE CONTINUUM OF CARE

Over the past decade, national housing and service resources have gradually diminished. Communities across the country are struggling to help families and individuals experiencing homelessness to return to housing, and our resolve to end homelessness has grown even stronger. In 2012, a new committee was convened by the City of Portland, Multnomah County and Home Forward which brought together diverse stakeholders to review data, listen to the community and learn from effective practices, locally and nationally. The result of their work was *A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County*. The plan was adopted by the chartering jurisdictions in 2013, and includes the following vision and principles that shall guide the work of the CoC.

Our vision:

No one should be homeless –everyone needs a safe, stable place to call home.

Our principles are to:

• **Prioritize vulnerable populations**

Homelessness has significant detrimental effects on everyone, yet there are some whose health and safety are placed at even greater risk for harm without a safe and stable place to call home. These groups include, but are not limited to: children, women fleeing from domestic violence situations and people with disabilities. Strategies to identify and assist the most vulnerable groups will be prioritized.

• **Promote racial and ethnic justice**

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To eliminate the disproportionate rates of homelessness among many communities of color, we will adopt strategies to achieve equity in both access and outcomes in all areas of housing and services. These strategies will include culturally specific services, using a racial equity lens across all program investments and dedicated funds to eliminate disparities by race and ethnicity.

• Use data-driven assessment and accountability

To best utilize our resources, we must understand the outcomes of our investments, evaluate progress and demonstrate accountability. We will continue to improve and expand our communitywide data system so funders and providers can efficiently collect data, share knowledge for better client outcomes and report outcomes against the goals of the plan.

• Engage and involve the community

Policy makers and community stakeholders must understand the magnitude of the challenge, the costs if we don't meet the challenge, our strategies for ending homelessness and the importance of obtaining and allocating resources equal to our aspirations. A Home for Everyone will ensure that the specific concerns and interests of our local, regional and national stakeholders are heard.

• Strengthen system capacity and increase leveraging opportunities

The longstanding solutions to prevent and end homelessness transcend multiples systems of care, foster care, domestic violence, community justice, health, mental health and addictions and available resources. To permanently end homelessness, we must strengthen efficiencies in our current system and better align other resources towards ending homelessness.

RESPONSIBILITIES OF THE CONTINUUM OF CARE

The Portland/Gresham/Multnomah County Continuum of Care (CoC) shall be the collective membership body of representative stakeholders charged with ending homelessness in Multnomah County. Unless otherwise specified, the CoC's scope of responsibilities shall include oversight, organization, and implementation of a comprehensive, integrated approach to service delivery for people experiencing homelessness or at risk of becoming homeless in Multnomah County, consisting of six priority program areas as described in *A Home for Everyone*: housing; income and benefits; health; survival and emergency services; access to services; and system coordination.

While the CoC's work will focus, at a minimum, on those services funded through the U.S. Department of Housing and Urban Development's Continuum of Care and Emergency Solutions Grant programs, its work is intended to be generally inclusive of all housing and services for people experiencing homelessness or at risk of becoming homeless in Multnomah County, regardless of the funding source associated with the services. On behalf of the chartering jurisdictions and under direction of the CoC Board, the actions of the CoC may be completed by the membership at large, or through delegation to various subcommittees and task forces, a CoC lead agency or other CoC network groups. Specifically, the CoC shall complete these actions:

Operate a CoC

- Develop, follow, and annually recommend updates to this governance charter.

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- Establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.
- In consultation with recipients of U.S. Department of Housing and Urban Development (HUD) Emergency Solutions Grant (ESG) funds within the CoC, establish and consistently follow written standards for providing CoC assistance.
- Consult with CoC service providers to establish performance targets appropriate for population and program type.
- Monitor performance of CoC service providers, specifically including HUD-funded CoC and ESG recipients and sub recipients.
- Evaluate the outcomes of projects funded within the CoC, including those funded under HUD's ESG and CoC programs.
- Work with CoC projects that perform poorly to improve outcomes
- Report the outcomes of CoC projects to HUD annually

Conduct CoC Planning

- Coordinate the implementation of a housing and service system within the CoC's geographic area that meets the needs of homeless individuals and families. At a minimum, such a system encompasses the following:
 - outreach, engagement, and assessment
 - shelter, housing, and supportive services
 - prevention strategies
- Plan for and conduct, at least biennially (i.e., every other year), a point-in-time count of homeless persons within the CoC geographic area that meets HUD requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans, specifically, as HUD requires.
- Conduct an annual gaps analysis of the needs of homeless people, as compared to available housing and services within the CoC geographic area.
- Provide information required to complete the Consolidated Plan (a required planning document that sets priorities for local uses of HUD formula funds, including HOME, ESG, HOPWA, and CDBG) within the CoC geographic area.
- Consult with State and local government ESG recipients within the CoC geographic area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and sub recipients.

Designate and Operate a Homeless Management Information System (HMIS)

- Designate a single HMIS for the CoC's geography, and an eligible applicant to serve as the CoC's HMIS lead agency.
- Review, revise and approve a CoC HMIS data privacy plan, data security plan, and data quality plan.
- Ensure that the HMIS is administered in compliance with HUD requirements.

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- Ensure consistent participation by CoC and ESG recipients and sub recipients in the HMIS.

Prepare an Application for HUD CoC Funds

- Design, operate, and follow a collaborative process for the development of a CoC application to HUD.
- Establish priorities that align with local and federal policies for recommending projects for HUD Homeless Assistance CoC Grant funding.
- Designate an eligible collaborative applicant to collect and combine the required application information from all applicants.
- Determine whether to select the collaborative applicant to apply for Unified Funding Agency designation from HUD.
- Approve the final submission of applications in response to the CoC Notice of Funding Availability.
- Review MOU between entities as needed for direct responsibilities related to application.

Develop and Implement an Action Plan for *A Home for Everyone*

- Annually assess CoC funding from all sources and make recommendations for coordination of investments in safety net services and permanent solutions, which will help “break down silos” among various systems (health, community justice, mental health).
- Preserve public and private investments, with a commitment to align dollars to be used as effectively and efficiently as possible.
- Set ambitious goals and hold the CoC accountable to measuring and achieving them.
- Create strategies to leverage additional resources among public, philanthropic, business, faith and secular nonprofit sectors.
- Identify new resources and develop proactive strategies to meet CoC goals.

MEMBERSHIP OF THE CONTINUUM OF CARE BOARD

The CoC Board shall be known as the Home for Everyone Coordinating Board, and it will be led by an Executive Committee of the Coordinating Board.

Executive Committee Leadership

The Home for Everyone Coordinating Board shall have an Executive Committee that consists of representation from Gresham (1), Portland (2), Multnomah County (2), Home Forward (1) and a private funder/convener (1) for a total of seven chartered voting members who will exercise the authority as described throughout this Charter:

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- The representative from Gresham shall be the Mayor of the City of Gresham or a member of the Gresham City Council appointed by the Mayor.
- The representatives from Portland shall be the Mayor of the City of Portland and the Portland City Commissioner in charge of the Portland Housing Bureau.
- The representatives from Multnomah County shall be the County Chair and a County Commissioner appointed by the County Chair.
- The representative from Home Forward shall be appointed by the Home Forward Board of Commissioners and shall be either the Executive Director or a member of the Home Forward Board of Commissioners.
- The representative of a private funder/convenor shall be jointly appointed by the Mayor of the City of Portland and the Multnomah County Chair.

The Executive Committee may, at its discretion, elect to expand to include two additional voting members as selected by chartered Executive Committee members. Two representatives from the Coordinating Board will participate in Executive Committee meetings as non-voting members.

The Executive Committee shall annually elect a Chair. The duties of the Chair are described further below.

When the members of the Executive Committee are chartered by role, terms of individual Executive Committee members shall be the duration of time in which they continue to hold the role. Executive Committee members appointed by others shall hold two-year terms. There is no limit to the number of terms an individual can serve.

Executive Committee meetings will be conducted in accordance with Oregon's Public Meetings Laws and will be directed by the Executive Committee Chair. The Executive Committee Chair may designate other Executive Committee members to direct Executive Committee meetings if required due to Executive Committee Chair absence. Regular meetings will be held at least once per quarter. Additional meetings may be called by any member of the Executive Committee. At a duly called meeting of the Executive Committee, a majority of the Executive Committee or greater than 50% shall constitute a quorum. All business of the Executive Committee will be transacted at a duly called meeting of the Executive Committee. Meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

The Executive Committee will strive to make decisions through modified consensus. When consensus is not possible, decisions shall be made by a vote of the majority of Executive Committee members present. When an Executive Committee member is not able to attend a duly called meeting, he or she may, with prior notice to the Executive Committee, designate a proxy. Designations of proxies to conduct Executive Committee business should be rare. If an Executive Committee member assigned by chartered role is unable to routinely conduct Executive Committee business, his or her chartering jurisdiction should seek to amend the charter to assign Executive Committee representation through another role.

A Home for Everyone Coordinating Board

The membership of the Coordinating Board will be appointed by the Executive Committee and shall include members of the Executive Committee. The Executive Committee will initially appoint a minimum of three Coordinating Board members from a group of up to six individuals

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nominated by the general membership of the CoC. The Executive Committee will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders (see below). Executive Committee members will ensure that the Coordinating Board has membership that is representative of the community and includes at least one homeless peer or formerly homeless individual. Coordinating Board membership is specifically intended to bring broad representation from multiple service delivery systems and areas of expertise within the community. It must include representation from all of the sectors or stakeholders listed below. To limit the size of the Coordinating Board, individual board members may represent multiple sectors or stakeholders.

- Nonprofit homeless assistance providers
- Domestic violence victim service providers
- Culturally-specific service providers
- Faith-based organizations
- Governments
- Businesses and workforce development organizations
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Behavioral health providers
- Hospitals and primary health care providers
- Coordinated Care Organizations
- Universities
- Affordable housing developers
- Law enforcement and criminal justice
- Organizations that serve veterans
- Homeless and formerly homeless individuals
- Oregon Department of Human Services self-sufficiency and foster care programs
- Other relevant organizations within Multnomah County as determined by the Executive Committee

The members of the Coordinating Board shall elect two Co-chairs who will act as primary liaisons between the Coordinating Board and the Executive Committee and who will participate in Executive Committee meetings as non-voting members of the Executive Committee. Coordinating Board meetings will be conducted in accordance with Oregon's Public Meetings Laws and directed by the Coordinating Board Co-chairs. The Coordinating Board Co-chairs may designate other Coordinating Board members to direct Coordinating Board meetings if required due to Coordinating Board Co-chairs' absence. Regular meetings will be held at least once per quarter, but generally on a monthly basis. Additional meetings may be called by the Coordinating Board Co-chairs. At a duly called meeting of the Coordinating Board, a majority of the Coordinating Board or greater than 50% shall constitute a quorum. All business of the Coordinating Board will be transacted at a duly called meeting of the Coordinating Board. Meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

The Coordinating Board will make decisions by a vote of the majority of Coordinating Board members present. An Executive Committee member may delegate his or her participation in the Coordinating Board to a regular designee. When an Executive Committee member is not able to

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attend a duly called meeting, he or she may, with prior notice to the Coordinating Board Co-chairs, be represented by his or her regular designee or by an alternate proxy. Other Coordinating Board members may not designate proxies. If a Coordinating Board member is unable to routinely conduct Coordinating Board business, the Executive Committee should seek to assign Coordinating Board representation to another appointed individual.

Terms of Service

Members of the Coordinating Board, other than non-appointed Executive Committee members, shall serve two year terms. There is no limit to the number of terms that an individual can be elected or appointed to serve. Coordinating Board members appointed by the Executive Committee may have their appointments revoked at any time and at the sole discretion of the Executive Committee.

Coordinating Board Responsibilities

The Coordinating Board, with oversight by the Executive Committee, will be responsible for providing input and recommendations regarding the following actions:

- Annually assess needs for housing and homeless services and recommend prioritization gaps in services to be filled through reallocation of existing resources and/or additional resource development
- Annually review shared homeless system budgeting analysis and recommend prioritized resource allocation scenarios to chartering jurisdictions and other system funders. These analyses should be inclusive of all CoC resources, including those from HUD, from chartering jurisdictions, and from private sectors.
- Directly make policy and funding decisions related to the following CoC resources:
 - HUD Continuum of Care funds
 - HUD Emergency Solutions Grant funds
- Develop and adopt *A Home for Everyone* Action Plan and associated annual updates
- Approve all portions of the regional HUD Consolidated Plan and associated Annual Action Plans as specifically related to the use of HUD Continuum of Care and Emergency Solutions Grant funds
- Approve annual HUD Continuum of Care application, including associated strategic plan goals and project ranking

Relationship between Executive Committee and A Home for Everyone Coordinating Board

As a subset of the A Home for Everyone Coordinating Board, the Executive Committee will participate in the Coordinating Board, either directly or through regular designees. Two chairs from the Coordinating Board will attend Executive Committee meetings and present findings and recommendations from the Coordinating Board. Unless otherwise designated by the Executive Committee, all decisions made by the Coordinating Board must be forwarded to the Executive Committee for review. The Executive Committee, at its sole discretion, may either ratify the decision of the Coordinating Board (in which case the decision stands) or reject the

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decision (in which case the decision is returned to the Coordinating Board for further discussion and review). If, after further discussion and review, a second decision of the Coordinating Board still conflicts with that of the Executive Committee:

- The decision of the Coordinating Board shall control when decisions specifically focus on HUD CoC or ESG funding, policies related to the implementation of HUD CoC- or ESG-funded programs or the HUD CoC annual application.
- The decision of the Executive Committee shall control in all other matters.

Beyond the broader scope of duties of the Coordinating Board, the Executive Committee shall additionally:

- Designate and direct a lead agency for the CoC. The Executive Committee Chair will oversee the operations of the lead agency.
- Appoint other members of the broader Coordinating Board and direct the scope of work of the Coordinating Board, including working with the Coordinating Board Co-chairs to establish Coordinating Board meeting agendas
- Establish any associated CoC committees, task forces, or ad hoc work groups, define their membership and generally establish and direct their scopes of work.

Subcommittees and Network Groups

The Executive Committee shall charter subcommittees, task forces, ad hoc workgroups and other network groups associated with the A Home for Everyone Coordinating Board as it deems necessary to conduct the work of the CoC, and may restrict or directly appoint the membership therein.

Conflict of Interest

No member of the Coordinating Board or Executive Committee shall participate in or influence discussions or resulting decisions concerning the award of a grant other financial benefits to the member or the organization that the member represents. Coordinating Board and Executive Committee members shall report conflict of interest to the Executive Committee and the Coordinating Board, and recuse themselves from discussions or resulting decisions on issues where a conflict of interest exists..

GENERAL MEMBERSHIP OF THE CONTINUUM OF CARE

Beyond its governance structure, as chartered herein, the general membership of the CoC shall be established as follows: Any individual interested in productively shaping the delivery of housing or homeless services in Multnomah County who annually attends at least one recognized meeting of the CoC and provides basic contact information will be recognized as a general member of the CoC. Recognized meetings of the CoC include the meetings of the Executive Committee, the Coordinating Board and other chartered subcommittees, task forces, ad hoc workgroups, or other network groups. This shall not exclude, however, the Executive Committee from limiting participation in subcommittees, task forces, ad hoc workgroups and other network groups associated with the A Home for Everyone Coordinating Board as it deems necessary to conduct the work of the CoC.

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General members of the CoC may participate in biannual general membership meetings and may participate in nomination of up to three Coordinating Board members as described above.

TRANSPARENCY OF OPERATIONS

All meetings of the A Home for Everyone Coordinating Board, its Executive Committee, and the various subcommittees and workgroups established by the Executive Committee will be public.

The work of the A Home For Everyone Coordinating Board shall be published on a publicly available website, and relevant updates and announcements shall be distributed through a single publicly-accessible email distribution list to the full CoC membership. At least twice annually, the Coordinating Board shall convene a general membership meeting of the full CoC. At a minimum, the meeting agenda will include nomination to fill any vacancies for the three Coordinating Board members selected from general membership nominees. That nomination process will occur through written ballot to document the majority vote of all CoC members in attendance.

Other forms of public communication may be used to communicate with the full CoC membership, generally in alignment with the principles and procedures outlined in the Consolidated Plan's Citizen Participation Plan and in accordance with Oregon Public Meetings laws.