

GEOCODE 489303 & 483288

Continuum of Care Policies and Procedures

Lubbock Continuum of Care Governance Charter Policies & Procedures ECHO WEST TEXAS TX - 625 Lubbock City & County Continuum of Care

LUBBOCK COC MEMBERSHIP & ECHO WEST TEXAS

The body known as the ECHO West Texas - Cross Sector Community Board is a community collaborative to design and develop a Lubbock CoC:

1. Any prospective members without a history of participation in ECHO West Texas - Cross Sector Community Board may join the Lubbock CoC Membership by completing an application.
2. A small CoC Operating Board will be formed and voted on by the Lubbock CoC Membership.
3. The Lubbock CoC Operating board will vote to approve this CoC Charter document.
4. The Lubbock CoC Operating board with the support of The City of Lubbock will vote if ECHO West Texas - Cross Sector Community Board should represent the CoC as the Lead Agency



Ending Community Homelessness Organization of West Texas

Version History

Changes	Date
Initial Document Approval & Release	Need full date, not just year 2025

Contents

Name(s)..... 4

Continuum of Care Requirements..... 4

 Continuum of Care (CoC)..... 4

 Continuum of Care (CoC) planning..... 4

 Collaborative Applicant Designation..... 5

 Homeless Management Information System (HMIS) Designation..... 5

 Coordinated Entry System Lead Designation..... 6

CoC Structure..... 6

Continuum of Care Membership..... 8

 CoC Operating Board..... 8

 CoC Membership..... 10

Purpose & Legal Powers of the Lead Agency..... 13

 Purpose..... 13

Independent Funding Committee..... 14

CoC Workgroup Committees..... 15

 Purpose..... 15

 Overview..... 15

 Committee Manner of Acting..... 15

 Committee Chairs..... 15

 Committee Member Term Limits..... 15

 Committee Member Application Process..... 16

 Committee Attendance..... 16

 Committee Meetings..... 16

 Committee Member Resignation or Removal..... 16

 Subcommittees..... 16

 Ad-Hoc Groups..... 17

Homeless Management Information System (HMIS) and Data Committee..... 17

Quality and Performance Committee..... 18

Coordinated Care & CEPE Committee.....	18
Community Advocacy Committee (Lived Expertise).....	20
Records and Reports.....	21
Maintenance and Inspection of Articles.....	21
Maintenance and Inspection of Other Corporate Records.....	21
Quarterly Reports.....	21
Annual Reports.....	21
Amendments and Revisions.....	22
Power to Amend Charter.....	22
Notice of Amendment in Writing.....	22
Code of Conduct Policy.....	22
General Conduct.....	24
Trust.....	24
Productive Discussions.....	25
Accountability.....	25

Name(s)

The name of this Continuum of Care (CoC) is Lubbock City and County TX-625 (hereinafter "Lubbock CoC"), GEOCODE 483288 and 489303, which encompasses Lubbock, Texas. The name of the organization as lead agency for the CoC is ECHO West Texas (Ending Community Homelessness Organization) (hereinafter "ECHO or Lead Agency").

Continuum of Care Requirements

Continuum of Care (CoC)

The term Continuum of Care (CoC) is used multiple ways:

- CoC means the group organized to carry out the responsibilities required under the CoC Program Interim Rule (24 CFR Part 578) and comprises representatives of organizations, including nonprofit homeless 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, and law enforcement, and organizations that serve homeless and formerly homeless persons to the extent that these groups are represented within the geographic area and are available to participate.
- CoC Program refers to the federal funding source which provides housing and/or service grant dollars.
- CoC Project refers to a distinct unit of an organization, which may or may not be funded by HUD or a federal partner, that provides services and/or lodging for people experiencing homelessness and is identified by the CoC as part of its service system. (Note: a project funded by the HUD's CoC Program may be referred to then as a "CoC Program-funded continuum project".)

As designated by the federal department of Housing and Urban Development (HUD), Lubbock CoC encompasses the region of Lubbock Texas. The CoC Operating Board of Directors acts on behalf of the CoC as outlined in CFR 578.7(a)(3) and is responsible for designating a Collaborative Applicant and a Homeless Management Information System (HMIS) Lead.

In consultation with the collaborative applicant and the HMIS lead, review, develop, and update changes or requirements annually to the Governance Charter which will include all procedures and policies needed to comply with 24 CFR Part 578 Subpart B and with HMIS requirements as prescribed by HUD, and associated policies and procedures, which also include board selection, recusal, and code of conduct.

Continuum of Care (CoC) planning

The Continuum must develop a plan that includes:

Coordinate across committees, members, and consult with local government and providers, for the development, implementation, assessment and performance improvement of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:

- Outreach, engagement, and assessment.
- Shelter, housing, and supportive services.
- Prevention strategies

Planning for and conducting, at least biennially, a point-in-time count of homeless persons within the geographic area that meets the following requirements:

- Homeless persons who are living in a place not designed or ordinarily used as regular sleeping accommodation for humans must be counted as unsheltered homeless persons.
- Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons.
- Other requirements established by HUD by Notice

Consulting with State, local government, and a variety of partners, for the development, support, assessment, planning, and streamlining cross-collaboration regarding.

- Emergency Solutions Grants program recipients within the Continuum's geographic area on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the performance of Emergency Solutions Grants program recipients and subrecipients.
- Conducting an annual gaps analysis of the homeless needs and services available within the geographic area.
- Providing information required to complete the Consolidated Plan(s) within the Continuum's geographic area, and The Continuum's geographic area consolidated plan.

Collaborative Applicant Designation

The designated Collaborative Applicant for the Lubbock CoC region is ECHO West Texas. The CoC Operating Board of Directors is responsible with the support of ECHO for managing the following responsibilities of the Collaborative Applicant:

- Designing and carrying out a collaborative process for the development of an application to HUD for CoC Program funds; and
- Evaluating the outcomes of projects for which funds are awarded in the geographic area under the CoC and the Emergency Solutions Grant (ESG) programs; and
- Consult with recipients and subrecipients to establish performance targets tailored to programs and population, monitor performance, evaluate outcomes, and address underperformance.
- Participating in the consolidated plan(s) for the geographic area; and
- Reporting on data metrics on behalf of the CoC; and
- Applying for and managing the CoC Planning Grant in conjunction with the Independent Funding Committee.

Homeless Management Information System (HMIS) Designation

The designated HMIS Lead for the Lubbock CoC region is ECHO West Texas. WellSky is the current designated vendor. The CoC Operating Board of Directors is responsible with the support of ECHO for managing the following responsibilities of the HMIS Lead:

- The designation and operation of a single HMIS that serves the designated geographic area; and
- Manage and implement privacy, security, and data quality plans; and
- Ensure consistent participation of service providers in HMIS; and
- Ensure that the HMIS is administered in compliance with HUD requirements.

Coordinated Entry System Lead Designation

The designated Coordinated Entry System Lead for the Lubbock CoC region is ECHO West Texas. The CoC Operating Board of Directors is responsible with the support of ECHO for managing the following responsibilities of the Coordinated Entry System Lead;

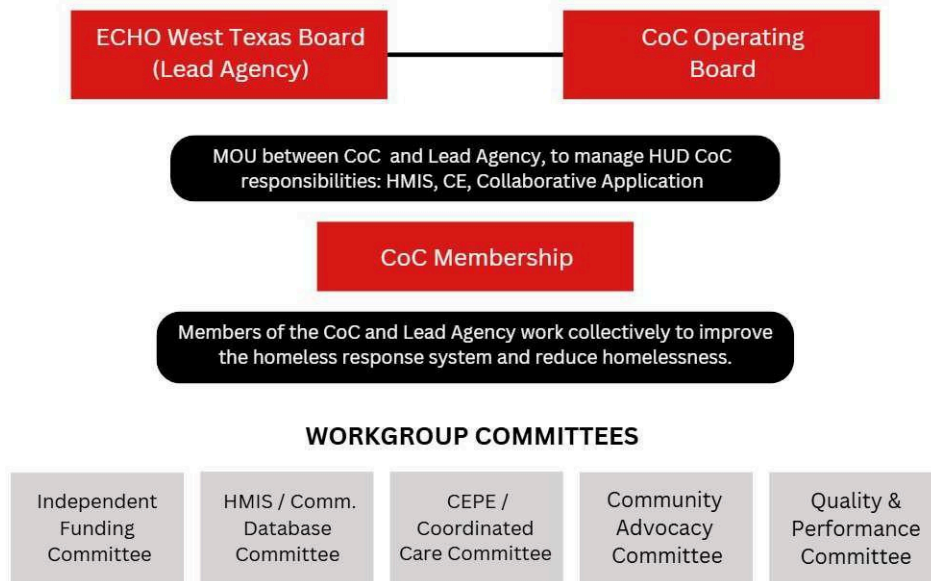
- Establish the CE system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services;
- Operation of day-to-day management structures of Coordinated Entry; and
- Establishment of a clear, accessible communication plan; and
- Promotion of standardized screening and assessment processes; and
- Training development to Coordinated Entry users; and
- Monitor Coordinated Entry users and access points; and
- Complete Annual Performance Reports to HUD; and
- Implement recommendations from the annual Coordinated Entry assessment; and
- Maintain policies and procedures that are transparent and easily accessible; and
- Develop policy updates and recommendations through a community-led process;
- Applying for and managing Coordinated Entry grants;
- Develop a specific policy to address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers; and
 - Consult with Emergency Solutions Grant (ESG) programs recipients and subrecipients for CES program components, standards, processes and procedures; at a minimum, these written standards must include:
 - Policies and procedures for evaluating individuals' and families' eligibility for assistance;
 - Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance;
 - Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority).
 - Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;
 - Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority).

CoC Structure

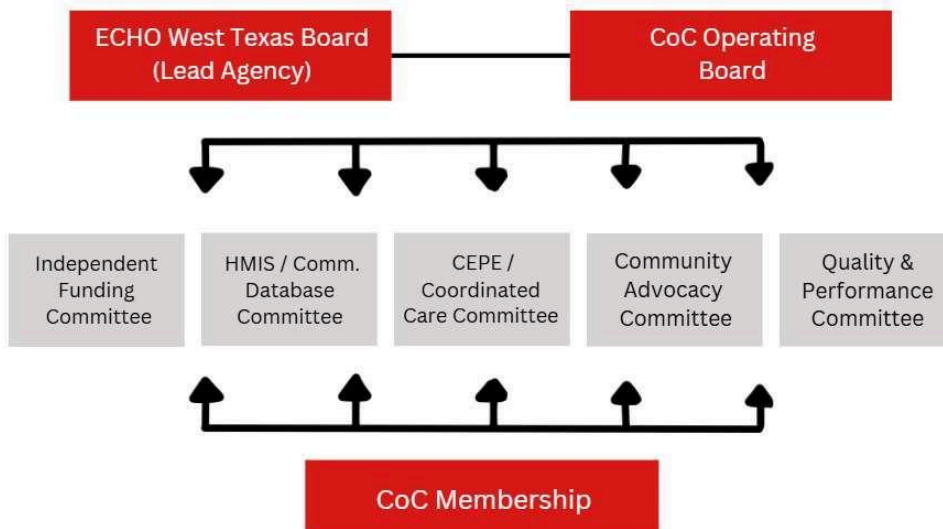
The purpose of the Lead Agency is to facilitate and manage the implementation and development of the homeless response system of care with the support of the CoC members and community within the local Continuum of Care region. The CoC is composed of the following elements:

1. CoC Operating Board of Directors
 - a. Continuum of Care Membership
2. Workgroups/Committees
 - a. HMIS & Data Committee
 - b. Coordinated Care & CEPE Committee
 - c. Quality & Performance Committee
 - d. Community Advocacy Committee
3. ECHO West Texas - Lead Agency
 - a. Executive Committee
 - i. Independent Funding Committee
 - b. HMIS, Collaborative Applicant, Coordinated Entry System

Lubbock CoC Structure



Goal: Cross-Functional Team



Continuum of Care Membership

Purpose

The purpose of the Lubbock CoC Membership is to convene a diverse and representative group of agencies committed to preventing and ending homelessness at least semi-annually to coordinate, share resources, learn best practices, and network. The Membership allows an agency the ability to represent their organization's interest in the community's homeless response system and gives them access to trainings, collaboration opportunities, networking, and CoC updates and announcements, such as funding opportunities and CoC leadership vacancies. Members have one vote and are eligible to apply for the CoC Board of Directors and a seat on a CoC Committee/workgroup.

The Lead Agency will manage the administration of the CoC Membership, including posting meeting notices, annual membership invitations to the public on the CoC website and in CoC publications which will be distributed to community stakeholders; disseminating agenda items and meeting minutes to members and posting records on the CoC website; and directing non-member meeting participants to the application during CoC meetings.

CoC Operating Board

Officer Responsibilities

The CoC Membership will elect a Chair, Vice Chair, Secretary, and two general members from the Active Membership who will provide leadership and guidance. One member must have lived experience and will serve on the Community Advocacy Committee. One member will be designated to represent the Consolidated Plan Jurisdiction. Officers will serve a two-year term with no officer serving more than two consecutive two-year terms. Officers are responsible for directing the meetings in partnership with the lead agency, developing and presenting agenda items, choosing meeting locations, outreach to potential members, recommending new members, ensuring members act in compliance with this policy, and working in the best interests of the community.

Manner of Acting

In voting, a majority of the votes cast shall control, and a quorum is required for all CoC Board Voting Activities. If a CoC Board Member is unable to attend, they may not appoint a proxy to vote on their behalf or vote in absentia.

Due to their enhanced responsibilities, if a board member has two consecutive absences, their board status will be suspended, and they must request reinstatement to the remaining CoC Board Members and Lead Agency via email. The CoC Board and Lead Agency Executive Committee may request a formal interview with the suspended member to determine if reinstatement should occur.

Members are expected to conduct themselves appropriately according to the CoC Code of Conduct. Any member or Officer may submit a request to the CoC Board Chair for consideration of the removal of a member or Officer for cause other than absence. Removal for cause requires a majority vote of the Membership and final approval by the CoC Board of Directors. Cause includes, but is not limited to, fraud, conflict of interest, personal conduct, or failure to perform duties. A voting member will need to recuse themselves from voting if they, or their organization,

are personally or professionally included in a specific voting determination or if their vote poses a conflict of interest.

Board Member Sanctions

The Board reserves the right to impose sanctions on any member who fails to adhere to established standards of conduct. Sanctions may include, but are not limited to:

- Restrictions on speaking privilege.
- Limitations on speaking time during meetings
- Prohibition on interrupting other members or proceedings
- Censure or formal reprimand
- Removal from committee assignments
- Temporary exclusion from board meetings
- Permanent removal from the Board

Additional sanctions not specifically listed may be applied as deemed appropriate by the Board in accordance with its governing bylaws and applicable policies.

A Board member may be removed by a two-thirds ($\frac{2}{3}$) majority vote of the full Board at any scheduled meeting and the board member with a potential sanctions or removal may not vote on any motions related to their own sanction, removal, or disciplinary action.

Robert's Rules of Order

The CoC Board shall conduct all meetings in accordance with Robert's Rules of Order, Newly Revised, ensuring that discussions are orderly, decisions are made democratically, and all members have a fair opportunity to participate. Under this framework, the Chair recognizes speakers, maintains the agenda's order of business (call to order, approval of minutes, reports, unfinished and new business, announcements, adjournment), and rules on points of order or appeals. Members introduce business through motions that must receive a second before entering debate; motions may be amended, laid on the table, referred to committee, or postponed according to the established hierarchy that protects higher-ranking motions (e.g., adjourn, recess, point of privilege) from being superseded by lower-ranking ones. Debate proceeds with alternating pro and con speakers, limited to two speeches per member per motion unless the Board grants additional time by a majority vote.

Actions are decided by a majority of those present and voting unless the Bylaws or HUD regulations require a greater threshold. A quorum, (QUORUM SPECIFICS), must be present to transact business; in its absence the Board may only fix a time to reconvene, recess, or adjourn. The Secretary records all motions, seconds, outcomes, and key discussion points in the minutes to ensure an accurate and transparent record.

By adopting Robert's Rules, the CoC Board guarantees orderly deliberation, minority rights, majority rule, and a clear, consistent procedure for managing the CoC's governance responsibilities.

Activities

- Recommend a Chair, Vice Chair, Secretary, and one general member from the CoC Voting Membership to represent their interests every two years, with the support of the Lead Agency; and
- In conjunction with the Lead Agency Board, solicit and recommend Voting and Non-Voting members to the CoC Committee/workgroups; and
- Approve or reject new member applications with input from the Lead Agency; and
- Coordinate event planning activities for the annual Point-in-Time Count, such as volunteer recruitment; and

- Ensure the events related to the unsheltered Point-in-Time Count are trauma- informed and dignified, and that data is gathered accurately; and
- Recommend coordination strategy, service gaps, and resources needs; and
- Request training and suggest collaboration with agencies who are not active in the matters of the CoC, Community Impact, City of Lubbock Consolidated Plan, and committed to collecting and sharing appropriate information applicable to housing/homeless services.

Meetings & Attendance

Majority Votes shall control. CoC Board Members are expected to attend 100% of all Board meetings. CoC Board Meetings will occur at least once quarterly with at least 30 days' notice prior to the meetings. There will be no voting in absentia nor are proxies allowed for board members during board meetings. Should a Board member fail to attend 2 consecutive meetings, their status as a board member will be suspended, and they must request reinstatement via email to the remaining CoC Board and the Lead Agency Executive committee.

All regular quarterly meetings will be held in person with no virtual/hybrid option. Any ad hoc meetings can be called with at least 5 business days' notice. Ad Hoc meetings may be held virtually provided the majority of the board agrees.

Representation

Potential CoC Operating Board members must submit their interest and/or application to the Lead Agency. Once the application is submitted, the individual will interview with the current CoC Operating Board and Lead Agency Executive Committee, along with support from the lead agency. Once interviews are complete, the CoC Operating Board and Lead Agency Executive Committee, with input from the Executive Director of the Lead Agency, will determine and announce the final slate of CoC Operating Board Member applicants. The CoC voting members will make a final vote of determination from the slate of applicants, for who will serve as the CoC Operating Board. A voting member will need to recuse themselves from voting on a particular seat, if they are personally included in that specific seat determination. It is assumed that vote poses a conflict of interest. Open seats on the CoC Board due to resignation or removal will follow the same process. To maintain active status, members are required to renew their seats every two years.

- Chair
- Vice Chair
- Secretary
- General CoC Board Member
- Consolidated Plan Jurisdiction Representative (Serves on the Quality & Performance Committee)

CoC Membership

Membership (Voting and Non-Voting)

Members are expected to conduct themselves appropriately according to the CoC Code of Conduct. Any member may submit a request to the CoC Board President for consideration of the removal of a member or Officer for cause other than absence. Removal for cause requires a majority vote of the Membership and final approval by the CoC Board of Directors with input from the Lead Agency. Cause includes, but is not limited to, fraud, conflict of interest, personal conduct, or failure to perform duties.

There are two types of membership- Voting Membership & Non-Voting Membership. Applications for membership are announced and open at least annually. We encourage Voting Members to have a level of involvement within a workgroup(s) to make well-informed decisions which impact the community, providers, and performance. To promote equal representation, diversified support/services, and to reduce any conflict of interest, there shall only be one (1) voting representative/member per agency/organization. The Voting Member may designate up to 2 proxies to represent the voting member during the application process to vote in place of the member. Voting members and their proxies must be authorized by their respective organization to make decisions on behalf of the organization they represent.

The potential CoC member agency or individual must fill out and return an application to the Lead Agency. Once the application is submitted, the applying agency will interview with the Chair or Vice Chair and a representative of the Lead Agency to gauge a better understanding of the agency/individual and share information on the CoC. The Chair or Vice Chair will then present the information gathered to the CoC Operating Board for a vote of acceptance or rejection. To maintain active status, members are required to renew their membership every two years.

Encouraging nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing authorities, school districts, social services providers, mental health agencies, hospitals, universities, developers, law enforcement, veteran's organizations, homeless and formerly homeless individuals to apply.

A Non-Voting Member can be any community member interested in the homeless services and response system.

A Voting Member is an individual representing an agency/organization that is interested in addressing and committing resources or whose activities encompass the spectrum of services directed at the homeless or preventing homelessness to make Lubbock a model city in assisting this population. Additionally, up to ten (10) individuals with lived experience can represent the various diverse groups of the homeless population. It is encouraged that those with lived experience have the capacity and willingness to supply their expert knowledge of homelessness for the planning, development, and implementation of the homeless response system of care. A voting member will need to recuse themselves from voting if they, or their organization, are personally or professionally included in a specific voting determination or if their vote poses a conflict of interest.

The agency representative or individual must identify in the application as being part of one of the following categories to be considered for membership status:

- Advocate (i.e., decriminalization of homelessness, racial equity, lived expertise in decision- making)
- Affordable Housing Developer
- Agency serving survivors of human trafficking
- Business/For-Profit Leader
- CDBG/HOME/ESG Entitlement Jurisdiction
- Community Foundation
- CoC-Funded Victim Service Provider
- CoC-Funded Youth Homeless Organization (includes YHDP)
- Collaborative Applicant (non-voting)
- Coordinated Entry Lead (non-voting)
- Data Coalition
- Disability Advocate
- Disability Service Organization
- Domestic Violence Advocates
- Early Childhood Service Provider

- Emergency Shelter Provider
- Employment Services Organization
- EMS/Crisis Response Team(s)
- Foster Care System
- Funders
- Government Agency
- Health Care System
- Homeless Management Information System (HMIS) Lead Agency (non-voting)
- Homeless or Formerly Homeless Person
- Hospital
- Infectious Disease Planning
- Tribal Organization
- Law Enforcement
- Local Education Agency (LEA)
- LGBTQ+ Advocate
- LGBTQ+ Service Organization
- Local Government Staff/Official
- Local Jail
- Mainstream Benefits Agency (e.g., SSI/SSDI, TANF)
- Mental Health Service Organization
- Mental Illness Advocate
- Non-CoC Funded Youth Homeless Organization
- Non-CoC-Funded Victim Service Provider
- Organization led by and serving Black, Brown, Indigenous, and other People of Color
- Organization led by and serving LGBTQ+ persons
- Organization led by and serving people with disabilities
- Other homeless subpopulation advocate
- Permanent Housing Provider
- Policy Advocate
- Public Housing Authority
- Researcher
- School Administrator/Homeless Liaison/School District
- State Domestic Violence Coalition
- State Sexual Assault Coalition
- State Education Agency (SEA)
- Street Outreach Team
- Substance Use Advocate
- Substance Use Service Organization
- Transitional Housing Provider
- Youth Advocate
- Youth Education Provider
- Youth Service Provider

CoC Voting Membership Attendance Requirements

If a Voting Member is unable to attend a Membership Meeting, they may appoint one of their two designated proxies to vote on their behalf. The Voting Member will be required to list the names and contact information of their two listed proxy representatives during the application process. Voting Members representing an agency must appoint proxies who have been given ability to speak and vote on behalf of the represented organization. It is the responsibility of the Voting Member to update the Lead Agency when a designated proxy needs to be changed, and proxy updates are required with at minimum two weeks advance notice before a formal vote. Voting Members will be given at minimum 30 days' notice prior to a formal vote.

Active Voting Members and/or their designated proxies are required to attend 100% of all membership meetings. Lived Experience, who represent themselves with no proxy, must attend 75% of all Membership Meetings. Membership Meetings will occur, at minimum, once quarterly with at least 30 days' notice prior to the meetings. There will be no voting in absentia. These meetings will be in person with no hybrid option available for in person Membership Meetings. Should a voting member be absent, without proxy attendance, from one or more meetings, their voting status will be suspended. The Voting Member must make a formal request, in writing, to the CoC Board of Directors for reinstatement of their voting privileges. The CoC Board may, but is not required to, request a formal interview with the suspended member to determine if reinstatement should occur. The CoC Board may consult with the CoC Lead Agency on any member found to be in violation of the attendance policy.

Voting Membership Activities

- Elect CoC Operating Board from a final slate of applicants; and
- Approve the committees as presented by the Committee Chair; and
- Encouraged to serve on a committee/workgroup; and
- Support event planning activities for the annual Point-in-Time Count, such as volunteer recruitment; and
- Recommend service gaps, and resources needs; and
- Request training and suggest collaboration with agencies who are not active in the matters of the CoC, Community Impact, City of Lubbock Consolidated Plan, and committed to collecting and sharing appropriate information applicable to housing/homeless services

Purpose & Legal Powers of the Lead Agency

ECHO West Texas ("ECHO") is a nonprofit corporation and shall be operated exclusively within the meaning of [Section 501\(c\)\(3\) of the Internal Revenue Code of 1986](#), or the corresponding section of any future Federal tax code. ECHO also serves as the CoC's Lead Agency and Collaborative Applicant. The purpose of ECHO is to coordinate and collaborate strategies, data, resources, and best practices to prevent and end homelessness in Lubbock Texas.

Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the Texas Non-Profit Corporation Act as amended from time to time will govern ECHO's Bylaws. Without limiting the generality of the foregoing, the singular number includes the plural, and the plural number includes the singular, and the term "person" includes a corporation as well as a natural person.

Purpose

ECHO exists for performing all things incidental to, or appropriate in, achieving its purposes. However, ECHO will not, to any substantial degree, engage in any activities or exercise any powers that do not further its specific and primary purposes as set forth in this Article. ECHO will hold and may exercise all such powers as the laws of the State of Texas confers upon a nonprofit corporation and as may be necessary or expedient to administer the affairs and attainment of the purposes of ECHO, provided, however, that in no event will ECHO engage in activities which are not permitted to be carried on by a corporation exempt under [Section 501\(c\)\(3\) of the Internal Revenue Code](#).

The Legal powers of the corporation may include, but not be limited to, the acceptance of contributions from the public and private sectors, whether financial or in-kind contributions.

Independent Funding Committee

Purpose

The purpose of the Lubbock CoC Independent Funding Committee is to ensure a fair and impartial project ranking process. An Independent Funding Committee (IFC) is selected to systematically review and score applications and to recommend a final ranking to the Lead Agency BOD and CoC BOD. The lead agency will coordinate meetings and act as the facilitator of the review process with the support of a Board of Director appointed member.

IFC Member Selection and Criteria

There will be a group, with a maximum of five and a minimum of three members per group. Prospective IFC members must apply and be selected by the Lead Agency Board Executive Committee. The CoC is committed to ensuring IFC members are representative of knowledgeable individuals without a conflict of interest to rank and score applications accordingly.

The lead agency and appointed Lead Agency Board of Director will provide the required training for the IFC members that is open to the public. The IFC will conduct private meetings as needed, which will include ECHO staff, as part of the project review and selection process. IFC members are required to attend meetings and must coordinate with ECHO if an emergency arises. Signatures of IFC members are required to confirm project rankings and will be archived.

The Lead Agency Board Executive Committee has the right to remove any IFC members who fail to attend meetings, have a conflict of interest, and/or are not following guidelines outlined in orientation. IFC members will be replaced with another candidate who applied if another member is needed to meet threshold.

Manner of Acting

Members are expected to conduct themselves appropriately according to the CoC Code of Conduct. Any member or Officer may submit a request to the Lead Agency Board President for consideration of the removal of a member for cause other than absence. Removal for cause requires a majority vote of the Independent Funding Committee and final approval by the CoC Board of Directors. Cause includes, but is not limited to, fraud, conflict of interest, personal conduct, or failure to perform duties.

Activities

- Rank and score CoC fund applications, including new and renewal grant applications; and
- Coordinate planning activities for the committee; and
- Recommend changes needed to create a fair process while considering data-driven solutions and priority needs set out by the CoC.

Representation

Potential members must fill out and return an application to the Collaborative Applicant (Lead Agency). Once the application is submitted, the individual will interview with the Lead Agency Board of Director and CoC Chair or Vice Chair, with the support of the Lead Agency Executive Director, and share information on the CoC. The group will then present the gathered information and recommend to the Executive Committee for a vote of acceptance or rejection. To maintain active status, members are required to renew their seats every two years. The Lead Agency Executive Committee will appoint a Board of Director representative to offer

support and requested information to the Independent Funding Committee to assist the Committee with making a well-informed decision. The appointed Board of Director has no voting power on the committee and will report with the Executive Director to the Board.

CoC Workgroup Committees

Purpose

The purpose of the CoC Workgroups is to ensure the following entities and individuals are authentically involved in the policy and decision making of the Lubbock CoC:

- Adults over 18 years old with expertise in homelessness and/or housing insecurity.
- Youth and young adults between the ages of 18 and 24 with expertise in homelessness and/or housing insecurity.
- Consolidated Plan Jurisdictions
- Agencies whose activities encompass the spectrum of services directed at the homeless population

Overview

WORKGROUPS are created by the Lead Agency Board of Directors with input from the CoC Board of Directors to ensure essential functions of the CoC are carried out. Committee Workgroups are formal governing bodies and make policy recommendations. Committees are chaired by an appointed member of the Lead Agency Board of Directors to ensure the success and accountability of the lead agency as the facilitator of managing the homeless response system. The Committee Chair will select members from the CoC Membership with input from the CoC Operating Board. The CoC Membership will vote approval of each committee at the two-year renewal process. Each workgroup committee is required to meet at least quarterly and any policies to be reviewed annually, for necessary updates or changes.

ECHO West Texas as the Collaborative Applicant and Lead Agency will manage the administration of the CoC Committee Workgroups and will represent and provide support with a non-voting seat. This assistance will vary by workgroup but will include activity coordination such as agendas, setting meetings, sending calendar invites, disseminating items, storing records accordingly, and researching and sharing best practices to assist workgroups to make the most informed decisions.

Committee Manner of Acting

Each member who has met the requirements set out for Active Membership shall have one vote. In all items that require action, a majority of the votes cast shall control. A member may designate a proxy to vote on their behalf in advance of a committee meeting by providing notice.

Committee Chairs

Each committee will have one chair and vary in quantity of committee members, based on the Committee needs and/or expertise. Chairs are members responsible for overseeing the meetings, leading monthly agenda development, and ensuring that the process is community-led and inclusive. The Committee Chair is designated by the Lead Agency Board of Directors. This chair will be responsible for reporting the committee business to the Lead Agency Board.

Committee Member Term Limits

Committee Members may serve a two-year term but not serve more than two consecutive two-year terms. This does not preclude a committee member from applying for an alternative seat if they fit the requirements of that seat designation.

Committee Member Application Process

Potential members must fill out and return an application to ECHO. The CoC Board will review all applications with the Lead Agency, solicit committee members, and present interests and make recommendations to the Committee Chairs. Active Members are required to keep the ECHO staff informed of the physical and e-mail address at which they will receive notices. More than one individual associated with an Active Agency may attend, and participate at all meetings, however only those who hold an active committee seat and those officially designated as a Voting Member can vote.

To be considered, all applicants must have the following criteria met:

- Agency is an active Member; and
- Authorization/Signature of the Agency's Executive Director/CEO; and
- Seniority or expertise with the agency to be able to vote and effectively speak on behalf of the participating agency; and
- A completed application submitted to ECHO West Texas.

Committee Attendance

Active Members are required to attend all meetings or to send a proxy in their place. To be considered "participating", members must attend at least 75% of meetings in one calendar year. A proxy must have the ability to speak on behalf of the organization and be of equal seniority within the agency.

Committee Meetings

Meetings will be held at least quarterly and as called by the Chair. Committee Chairs and/or ECHO will publish the meeting agendas to committee members no later than one business day prior to the meeting with the goal of three business days prior for adequate time to review. If a special meeting is needed, the committee chairs will coordinate with ECHO staff to schedule and send notice to committee members.

Committee Member Resignation or Removal

Removal for Absence

Any voting member who misses more than two consecutive Meetings during the year, and without providing a proxy, shall be reviewed by the committee chair(s), who will determine if the member will be allowed to continue service. An absence may be excused if related to illness or emergency and submitted to the Committee Chair or ECHO prior to the meeting.

Removal for Cause

A member may submit a request to the Chair or ECHO to consider the removal of a member for cause. Removal for cause requires a majority vote of the active members of the committee. Cause includes, but is not limited to fraud, personal conduct, conflict of interest, and/or failure to perform duties.

Subcommittees

A subcommittee may be created under the authority of a committee by the chair(s). The purpose of a subcommittee is to complete work on a specific committee priority outside of the

regular committee meetings. Subcommittees are composed of committee members who have an interest in the priority and voluntarily choose to attend. Each subcommittee will informally elect a leader to represent the subcommittee at committee meetings and voice recommendations. Subcommittees may be indefinite in length or be designated to meet for a specific time based on the demand of the project; however, the expectation is that the subcommittee will meet for at least one year and convene at least quarterly. There are no requirements related to attendance for subcommittees.

Ad-Hoc Groups

An ad-hoc group may be created under the authority of a committee by the chair(s). The purpose of an ad-hoc is a temporary meeting space for specific work to be completed outside of the committee. Ad-hoc groups have a time-limited goal and often are seasonal (i.e., Point-in-Time Count). Ad-hoc members do not have to be voting members on the committee. Ad-hoc group activity will be led and reported by ECHO staff. There are no requirements related to attendance for subcommittees.

Homeless Management Information System (HMIS) and Data Committee

Purpose

The purpose of the HMIS and Data Committee is to collaboratively manage the strategic direction, implementation, and administration of the HMIS. Furthermore, this committee will oversee the CoC's strategy to collect, analyze, and report data to HUD and to the community. This committee will operate in alignment with the priorities of the CoC Board of Directors and the community's Homeless Strategic Plan.

Activities – HMIS

- Provide recommendations for selection of HMIS Vendor; and
- Provide monitoring and oversight of HMIS; and
- Review and approve all proposed HMIS Policies and Procedures prior to Approval; and
- Adopt policies and procedures that set baseline requirements for compliance with HUD Data Standards for the management and operation of HMIS, including but not limited to, Privacy, Security and Data Quality Plans; and
- Collaborate and support HMIS activities; and
- Create a venue for the communication of community needs and the setting of HMIS priorities; and
- Provide ongoing constructive feedback regarding the Tiered Priorities as they relate to all agreed upon and approved HMIS Strategies; and
- Responsible for taking recommendations to the Board.

Activities – Data

- Advise CoC on data collection, analysis, and reporting strategy to improve system and agency performance; and
- Discuss data strategy, data policy changes, and funding impacts for data systems and the HMIS Lead; and
- Recommend methodology for the annual Point-in-Time Count; and
- Ensure the events related to the unsheltered Point-in-Time Count are trauma-informed and dignified, and that data is gathered accurately.

Representation

Any Agency, composed of one or more employees from such, which commits resources or whose activities encompass the spectrum of services housed within HMIS or who has a vested interest in data collection, analysis, and reporting may be considered for active membership. The agency must identify in the application as being part of one of the following categories to be considered for active membership and to vote.

- Committee Chair (1) – The appointed seat is designated by the Lead Agency BOD
- Members of the community and Membership members with interest and expertise in data management and system operations (up to 5, but not less than 3)
- Lead Agency– non-voting seat

Quality and Performance Committee

Purpose

The purpose of the Quality and Performance Committee is to ensure coordination across funders in executing strategic plans related to preventing and ending homelessness for Lubbock CoC. As required by HUD, each CoC's Lead Agency must participate in the consolidated planning of the CoC's geographic region. To ensure this function is implemented, the representation of this committee will include local Consolidated Plan Jurisdictions as well as the CoC's Lead Agency. The Consolidated Plan Jurisdiction will have a voting seat on the CoC Board. The Lead Agency will administer the meetings. This committee will operate in alignment with the priorities of the CoC and the community's homeless strategic planning.

Activities

- Develop implementation goals and monitoring process for strategic plans, including a homeless strategic plan; and
- Coordinate and regularly review performance metrics for the community, including program grantees through HUD-funded programs; and
- Review and revise the community's Written Standards and ensure compliance of requirements with HUD program grantees; and
- Coordinate with City of Lubbock to align standards, goals, and consolidated plan; and
- Review data regarding homelessness to inform policymaking; and
- Coordinate funding to reduce service gaps; and
- Share information on upcoming grant competitions, RFPs, and funding announcements.

Representation

- Committee Chair (1) – The appointed seat is designated by the Lead Agency BOD
- Members of the community and Membership members with interest and expertise in performance evaluation and improvement, and strategic planning (up to 5, but not less than 3)
- Lead Agency– non-voting seat

Coordinated Care & CEPE Committee

Purpose

The purpose of the Coordinated Care & CEPE Committee is to collaborate with homeless program stakeholders to identify and discuss community efforts that will improve service and housing connection for people at-risk of and experiencing homelessness. This committee will operate in alignment with the priorities of the CoC and in conjunction with the Community

Impact project.

Activities

- Implement system-level priorities for improving the homeless response system, including equitable access to housing with no barriers; rapid placement into permanent housing; quick and efficient Coordinated Entry referral process; problem-solving service and resource gaps; coordinating amongst providers and funding sources; system performance.
- Review and approve communitywide, universal definitions used for the homeless response system, including the Coordinated Entry referral system, which will be reflected in local CoC policies and procedures; and
- Ensure client access is coordinated, including local street outreach, to ensure equitable access for all people experiencing unsheltered homelessness; and
- Suggest revisions to local policies and Written Standards, including Coordinated Entry, as needed to improve the homeless response system, including system performance; and
- Provide oversight into the implementation and subsequent monitoring of HUD- mandated program requirements, including Coordinated Entry; and
- Adopt policies and procedures that set baseline requirements for compliance with HUD Data Standards for the management and operation of Coordinated Entry, including but not limited to: Access, Assessment, Prioritization, Referral; and
- Provide ongoing constructive feedback regarding the community priorities agreed upon to make system improvements; and
- Ensure connection between homeless response system and systems where people are exiting into homelessness, including jails/correctional facilities, health care/hospitals, foster care, and education; and
- Make community and operational updates and recommendations to the CoC BOD and Lead Agency BOD.

Representation

Any Agency, composed of one or more employees from such, which commits resources or whose activities encompass the spectrum of housing services within the CoC may be considered for active membership.

- Committee Chair (1) – The appointed seat is designated by the Lead Agency BOD
- Members with interest and expertise with community coordination, system integration, performance evaluation and improvement, and strategic planning (up to 5, but not less than 3)
- Lead Agency– non-voting seat

Case Conferencing Workgroup

Case Conferencing is a meeting space designated for direct staff to case-manage specific clients on their caseload on a regular monthly basis. This space allows for streamlining referrals and housing processes as it connects front door partners with referral partners to focus on the needs of the client. There may be case conferencing for special populations, such as veterans or youth. Specific system issues, barriers, challenges, and/or gaps arising from case conferencing will be shared with committees by ECHO staff. Those who attend case conferencing must show proof of HMIS access before participating in the meeting and must follow confidentiality requirements completed through HMIS enrollment. For more details on case conferencing, please contact ECHO staff.

Case Conferencing (Workgroup) Seats (10 Seats) – The following organizations, entities, roles,

listed below shall have one voting seat to make recommendations to the CEPE Committee to improve policies, processes, and procedures.

- Community Case Conferencing Chair
- Veteran Services Provider
- Permanent Supportive Housing (PSH)
- Transitional Housing (TH) Provider
- Rapid Rehousing (RRH) Provider
- Homeless Prevention (HP) Provider
- Emergency Shelter (ES) Provider
- Street Outreach (SO) or Day Center Provider
- Victim Services Provider
- Lived Expertise
- Community Access/Coordinated Care Hub
- Community Partner – VA, Public Housing Authority (PHA), Healthcare, Public Health Department, Criminal Justice, Victim Services Provider, youth provider, etc.
- Lead Agency (ECHO) - Non-Voting Seat

Community Advocacy Committee (Lived Expertise)

Purpose

The Community Advocacy Committee is comprised of a diverse set of community members who have experienced homelessness or housing insecurity, with an emphasis on those with expertise in unsheltered homelessness. Members are encouraged to have the capability to engage and commit to the group efforts to serve as a voice for others who are experiencing or at risk of homelessness in Lubbock. Individuals with lived experience and have a background of involvement or service in social services, non-profit, housing, or other similar work are highly encouraged to join. The main objective of this Community Advocacy committee is to develop a strategic plan to effectively connect and engage with the homeless population to better understand the current needs and challenges to improve policies, procedures, local programs, resources, etc. The committee will assist with the development of community engagement forums and review community member complaints.

The Lead Agency will work in partnership with the Committee chair to conduct administrative duties on behalf of the Community Advocacy Committee, such as assisting in developing agendas, record meeting minutes, locate meeting sites, provide technological solutions, promote the committee, co-organize events, and connect the committee to professional development opportunities.

Activities

The Community Advocacy Committee members will determine their own activities in addition to the activities required by the CoC Board of Directors:

- Develop and participate in listening sessions and focus groups; and
- Assist with the Point-in-Time Count event or planning, such as supply kits, resource connection, and volunteer training

Representation

Any voting member within the coverage area, Lubbock CoC who has lived expertise in homelessness or housing insecurity, or lack fair access to housing or services

- Committee Chair (1 Total) – ECHO Board of Director with lived experience will be

- appointed as committee chair
- Lead Agency – Non-voting seat

Committee Seats (10 Seats) are dedicated to a diverse population who have experienced or faced homelessness, discrimination, or unfair access to services or housing. Needed representation; single parents, families, individuals, survivors, LGBTQ, mental health, youth (18-24), aging-out of foster care, etc.

Records and Reports

Maintenance and Inspection of Articles

Every CoC Board of Director will have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the operating board. The inspection may be conducted in person or by an agent and will include the right to copy and make extracts of documents at the expense of the requesting director.

Maintenance and Inspection of Other Corporate Records

For anything related to the CoC or business of the CoC, the lead agency will keep adequate and correct books and records of accounts, written minutes of the proceedings of its Lead Agency Board, CoC Board of Directors and committees, and a record of each Director and Officer name and address, and such record keeping shall be the obligation of the Secretary and of the CoC Board of Directors. All such records will be kept at such place or places designated by the CoC Board of Directors, or, in the absence of such designation, at the principal office of the lead agency. The minutes will be kept in written or typed form, and other books and records will be kept either in written or typed form or in any other form capable of being converted into written, typed, or printed form.

Upon leaving office, each officer of the CoC Board of Directors will turn over to his or her successor or the President in good order, books, records, minutes, lists, documents, contracts, or other property as have been in the custody of such officer, employee, or agent during his or her term of office and the President shall then turn over such items to the successors of the CoC Board of Directors.

Quarterly Reports

The Lead Agency Board of Directors will create a quarterly report to be sent to all CoC Board Directors within 30 days of the end of the quarter.

- System performance measures with details in:
 - HMIS
 - Coordinated Entry
 - Collaborative Funding

Annual Reports

The Lead Agency Board of Directors will create an annual report to be sent to all CoC Board Directors within 120 calendar days after the end of the lead agency's fiscal year, containing the following information:

- The assets and liabilities at the end of the fiscal year;
- System performance measures with details in:
 - HMIS
 - Coordinated Entry
 - Collaborative Funding

The report will be accompanied by any pertinent report(s) of independent auditors, or, if there is no such report, the certificate of an authorized officer of the lead agency that such statement was prepared without audit from the books and records of the lead agency.

Amendments and Revisions

Power to Amend Charter

This Charter may be amended, and/or repealed, or new Charter may be adopted by the majority vote of the CoC Board of Directors. Any repeal and/or amendment of the Charter shall be maintained by the lead agency staff and made available upon request. The charter will be posted publicly on the lead agency website.

As required by HUD, the CoC Board of Directors will review the Charter at least every five years.

Notice of Amendment in Writing

Proposed amendments to the Charter must be in writing and sent to the CoC Board of Directors at least 30 days in advance of the general or special meeting.

Code of Conduct & Conflict of Interest Policy

All Officers, Members, Lead Agency, and employees share serious responsibility for the Continuum of Care's good public relations, especially at the community level.

The CoC Board of Directors, CoC Members, Lead Agency Board of Directors, Lead Agency and its employees must comply with all applicable laws and regulations. We will not condone the activities of any member, officer, and staff who achieve results through violation of the law or unethical business dealings. This includes any payments for illegal acts, indirect contributions, rebates, and bribery. Our Continuum of Care does not permit any activity that fails to stand the closest possible public scrutiny.

All business conduct should be well above the minimum standards required by law, especially regarding the United States Department of Housing and Urban Development (HUD) guidelines and regulations. Accordingly, officers, members, and employees must ensure that their actions cannot be interpreted as being, in any way, in contravention of the laws and regulations governing the CoC operations.

Conflicts of Interest

All Officers, Members, Lead Agency, and employees, will perform their duties conscientiously, honestly, and in accordance with the best interests of the Continuum of Care. Officers, Members, Lead Agency, and employees must not use their positions or the knowledge gained as a result of their positions for private or personal advantage. Regardless of the circumstances, if Officers, Members, Lead Agency, and employees sense that a course of action they have pursued, or are presently pursuing, or are contemplating pursuing may involve them in a conflict of interest, they should immediately communicate all the facts to the Board President or their supervisor.

Relationships with Clients and Suppliers

All Officers, Members, Lead Agency, and employees should avoid investing in or acquiring a financial interest for their own accounts in any business organization that has a contractual

relationship or that provides goods or services, or both, to the CoC if such investment or interest could influence or create the impression of influencing their decisions in the performance of their duties on behalf of the CoC.

Gifts, Entertainment, and Favors

All Officers, Members, Lead Agency, and employees must not accept entertainment, gifts, or personal favors that could, in any way, influence, or appear to influence, business decisions in favor of any person or organization with whom or with which the CoC has, or is likely to have, business dealings. Similarly, all Officers, Members, Lead Agency, and employees must not accept any other preferential treatment under these circumstances because their positions with the CoC might be inclined to, or be perceived to, place them under obligation to return the preferential treatment.

Kickbacks and Secret Commissions

Regarding the CoC business activities, all Officers, Members, Lead Agency, and employees may not receive payment or compensation of any kind, except as authorized under the CoC business and payroll policies. In particular the CoC strictly prohibits all Officers, Members, Lead Agency, and employees the acceptance of kickbacks and secret commissions from suppliers or others. Any breach of this rule will result in immediate termination and prosecution to the fullest extent of the law.

Funds and Other Assets

All Officers, Members, Lead Agency, and employees who have access to CoC funds in any form must follow the prescribed procedures for recording, handling, and protecting money as detailed in any and all policies and procedures or other explanatory materials, or both. The lead agency imposes strict standards to prevent fraud and dishonesty. If any Officer, Member, or Lead Agency employee becomes aware of any evidence of fraud and dishonesty, they should immediately advise their supervisor or seek appropriate legal guidance so that the appropriate parties can promptly investigate further. When an Officer, Member, or Lead Agency employee requires spending funds or incurring any reimbursable personal expenses, that individual must use good judgment on the CoC's behalf to ensure that good value is received for every expenditure. CoC funds and all other assets are purposed for only and not for personal benefit.

Records and Communications

Accurate and reliable records of many kinds are necessary to meet the CoC's and Lead Agency's legal and financial obligations and to manage the affairs of the CoC. All records must reflect in an accurate and timely manner all business transactions. The employees responsible for accounting and recordkeeping must fully disclose and record all assets, liabilities, or both, and must exercise diligence in enforcing these requirements.

All Officers, Members, or Lead Agency Board members and employees must not make or engage in any false record or communication of any kind, whether internal or external, including but not limited to:

- False expense, attendance, production, financial, or similar reports and statements.
- False advertising, deceptive marketing practices, or other misleading representations.

Interacting with Outside People and Organizations

All Officers, Members, or Lead Agency Board members and employees must separate their personal roles from their community positions when communicating on CoC matters. Officers, Members, or Lead Agency Board members and employees must not use CoC identification, stationery, supplies, and equipment for personal or political matters.

When communicating publicly on matters that involve CoC business, all Officers, Members, or Lead Agency Board members and employees must not presume speaking for the other party or on behalf of the CoC, unless they are certain that the information they express are those of the CoC, and it is the CoC's or other party's desire that such views be publicly disseminated.

When dealing with anyone outside of the CoC, all Officers, Members, or Lead Agency Board members and employees must not compromise the integrity or damage the reputation of the CoC or either party, outside individual, business, or government body.

Commitment to Unified Board Action

CoC Board Members agree to uphold and publicly support decisions made by the Board once a vote or consensus has been reached. While open discussion and dissent are valued during deliberation, members commit to:

- Representing final Board decisions accurately in public or external conversations;
- Refraining from actions that undermine or contradict approved Board decisions;
- Addressing any concerns through formal CoC channels rather than external criticism.

Prompt Communications

All Officers, Members, or Lead Agency Board members and employees must make every effort to achieve complete, accurate, and timely communications - responding promptly and courteously to all proper requests for information and to all complaints.

Privacy and Confidentiality

When handling financial and personal information about clients or others, observe the following principles:

- Collect, use, and retain only the personal information necessary. Whenever possible, obtain any relevant information directly from the person concerned. Use only reputable and reliable sources to supplement this information.
- Retain information only for as long as necessary or as required by law. Protect the physical security of this information.
- Limit internal access to personal information to those with a legitimate business reason for seeking that information. Use only personal information for the purposes for which it was originally obtained. Obtain the consent of the person concerned before externally disclosing any personal information, unless legal process or contractual obligation provides otherwise.

General Conduct

The CoC community code of conduct will provide guidance, direction, handles conflict, and promotes a community culture of shared accountability among all involved in supporting the success of the CoC. It also assists community leaders in moderating discussions and resolving conflicts consistently and fairly. All Officers, Members, and Lead Agency staff are expected to conduct themselves in a businesslike manner and promote:

Trust

Being inclusive by behaving without discrimination, harassment, or negative swaying, where everyone has the right to contribute to decisions assures individuals that their contributions will be respected and valued, encouraging active participation and engagement to build a

foundation of trust.

Productive Discussions

Facilitating constructive and productive discussions by promoting respectful communication and discouraging personal attacks encourages members to focus on the topic at hand, leading to meaningful exchanges and a collaborative atmosphere.

Accountability

Establishing consequences fosters accountability and ensures that individuals are aware of the potential outcomes of their behavior while reinforcing a sense of shared responsibility for the community's well-being.

Such unprofessional activities are strictly prohibited but not limited to:

- Engaging in sexual harassment or conduct themselves in a way that could be construed as such
- Using inappropriate language or verbally attacking in a public or private situation
- Developing, sharing, or publicly posting materials (including written, visual, or digital content) that are harassing, defamatory, discriminatory, violate confidentiality agreements, or misrepresenting the work, individuals, or decisions of the CoC Board or its members.
- Intentional engagement of client exploitation
- Discriminating against others based on race, color, national origin, sexual orientation, gender, age, ancestry, or any other legally protected class
- Stealing other agencies or partners intellectual property, creative work or ideas and implementing it without their consent.
- Violating or non-adherence to all CoC affiliated compliance policies, Core Values, process and procedures, etc.
 - Such violations of the CoC Community Code of Conduct could result in performance recommendations and improvement plans. If it perpetuates, it could lead to temporary dismissal of that individual from CoC engagement of operations, workgroups, and associated activities, and may negatively impact CoC funding as it pertains to scoring.

Name (First and Last)

Type of Member & Position (CoC Board Member | Membership | Lead Agency Staff/Board)

Signature Date



COLLECTIVE IMPACT

Coordinating services for a shared purpose

- > Identify and understand community needs
- > Develop shared vision for change
- > Actively work together to align resources to achieve community goals
- > Invite and encourage different perspectives



RELATIONSHIPS

Cultivating connections with all

- > Build trust with openness and transparency
- > Honor stories with dignity
- > Approach conflict with grace and kindness
- > Offer hope and celebrate progress



COMPASSION

Serve with empathy

- > Listen first to understand
- > Presume positive intentions
- > Respect others
- > Be kind to all
- > Honor and act upon the unique needs of others



INTEGRITY

Building a foundation of trust

- > Strive for what's best for the whole community
- > Display courage and do the right thing regardless of the outcome
- > Be transparent in motive, action, and communication
- > Honor commitments



COMMITMENT

Serve our community with determination, grit, and resilience through collaboration

- > Take initiative and be proactive
- > Persevere through challenges
- > Create an environment of unity and teamwork

Revised 06/28/2024