



Governance Charter
for the
Northwest Michigan Coalition to End Homelessness / Greater Grand
Traverse Area Continuum of Care
MI-512

I. Purpose of the CoC and CoC Executive Committee

The Northwest Michigan Coalition to End Homelessness/The Greater Grand Traverse Area CoC (MI-512) coordinates the community's policies, strategies and activities toward ending homelessness. Its work includes gathering and analyzing information to determine the local needs of people experiencing homelessness, implementing strategic responses, educating the community on the complex public health issue of homelessness, providing technical assistance on the operations of the homeless response system, and measuring CoC performance. The NWCEH Executive Committee and Steering Committee approves the local process for applying, reviewing, and prioritizing project applications for funding in the annual MSHDA ESG and CoC funding competitions.

The U.S. Department of Housing and Urban Development (HUD) charges communities that receive funds under the Homeless Continuum of Care Program of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) with specific responsibilities. This Governance Charter (Charter) document summarizes the responsibilities and authorities for operation and governance of the Chicago CoC under the HEARTH Act or any successor legislation.

II. Mission

The mission of the NWCEH is to make homelessness rare, brief, and one-time throughout Northwest Michigan.

We envision thriving communities where all people experiencing homelessness have access to a variety of housing solutions and supports when needed to effectively end their experience of homelessness.

We do this work in order to ensure that individuals and families experiencing homelessness have access to safe, decent, affordable housing and support services designed to help them become integrated socially and economically into their communities.

III. Responsibilities

Executive Team

This group is comprised of the Executive Directors from NMCAA, Goodwill, NMSH, and Housing North, and the Coordinator of the Michigan Balance of State. The roles and responsibilities of the Executive Team, acting as a body, include:

- Adopting a mission, vision, and purpose in coordination with the Steering Committee
- Approving strategic plan and/or Common Agenda for action in coordination with the Steering Committee
- Securing funding for Coalition Backbone Support
- Securing funding and other resources to support and implement activities in coordination with the Steering Committee and Executive Director
- Being an ambassador and champion for the Coalition's collective impact efforts

- Ensuring participating entities' staff and boards are informed about Coalition purpose, roles, and expectations
- Refining and refreshing the Common Agenda/strategic direction, and/or entity priorities

This Team agrees to make decisions collaboratively and by consensus. The Team agrees to abide by the recommendations of the Steering Committee and Executive Director regarding program and service direction related to HUD and ESG funding uses and allocations. If an Executive Team member's staff/organization decides to take a direction other than what the Steering Committee and Coalition Executive Director recommends, the entity will pro-actively notify the other members of the Executive Team to explain why. The Executive Team and Executive Director may meet with the Steering Committee members and may use a consent-based governance approach to attempt to co-create a solution that aligns with the Coalition's purpose. If an Executive Team member's staff/organization consistently takes action that is out of alignment with the Steering Committee or Coalition Executive Director's recommendations, that organization may be asked to discontinue leadership on the Executive Team or may voluntarily leave the team.

Executive Team members will commit to the Coalition's Community Agreement. The Executive Team will meet on a regular schedule to be determined at the beginning of each calendar year, and will also meet nimble as needed, particularly related to funding opportunities and to address other issues driven by external deadlines.

Steering Committee

This committee is comprised of the Chairs of the Work Groups and will include up to three people with lived experience of homelessness. Work Group representatives are from entities providing direct programs and services in order to ensure that individuals and families experiencing homelessness have access to safe, decent, and affordable housing and support services designed to help them become integrated socially and economically into their communities. These entities commit to supporting a system and creating conditions that make homelessness rare, brief, and one-time. The representatives serving on the Committee must be empowered by their respective organizations to speak on behalf of their organizations and are responsible for sharing information and consulting with their own organizations regarding actions that impact them. The Steering Committee, as a body, has authority for:

- Adopting a mission, vision, and purpose in coordination with the Executive Team
- Approving and/or refining or refreshing a strategic plan and/or Common Agenda for action in coordination with the Executive Team
- Establishing shared measurement practices
- Analyzing data, analyzing gaps
- Prioritizing needs and opportunities for Coalition action • Proposing and exploring the feasibility of new projects, initiatives, or efforts to fill gaps/improve system, within and across agencies/entities
- Developing criteria to inform HUD project ranking

- Making ESG funding allocation decisions in coordination with the Executive Director
- Creating and authorizing Action Plans in coordination with the Executive Director
- Securing funding and other resources to support and implement activities in coordination with the Executive Team and Executive Director
- Overseeing and evaluating the Coalition’s Executive Director position/performance in consultation with the Executive Team

Steering Committee members will commit to the Coalition’s Community Agreement.

Coalition Executive Director

The responsibilities of the NWCEH Executive Director include:

- Coordinating and facilitating the Executive Team’s and Steering Committee’s efforts to adopt a mission, vision, and purpose; develop and approve a strategic plan and/or Common Agenda for action; and establish shared measurement practices; and refine or refresh the Common Agenda
- Advancing public policy priorities identified in the strategic plan or Common Agenda
- Administratively supporting the Steering Committee as they analyze data and gaps, prioritize needs and opportunities for Coalition action, propose and explore the feasibility of new projects, initiatives, or efforts to fill gaps or change the system
- Ranking HUD projects based on the Steering Committee-approved criteria
- Making ESG funding allocation decisions in coordination with the Steering Committee
- Creating and authorizing Action Plans in coordination with the Steering Committee
- Securing funding for Coalition Backbone Support in coordination with the Executive Team
- Securing funding and other resources to support and implement activities in coordination with the Executive Team and Steering Committee
- Managing Coalition Backbone staff (recruiting, hiring, managing, motivating, supervising, evaluating, supporting, firing)
- Coordinating internal communication (coordinating with Backbone staff, Committees, Work Groups, Allies & Friends)
- Coordinating external communication and marketing efforts
- Hosting an annual “State of the Coalition” update session with stakeholders and the public to share progress and invite input and feedback on the strategic plan/Common Agenda
- Ensuring participating entities’ staff and boards are informed about Coalition purpose, roles, and expectations
- Monitoring and assessing role performance of participating entities regarding their alignment with the Coalition Agreement(s) and the strategic plan/Common Agenda and talking one-on-one with individual entities related to their data-driven performance evaluation

- Making recommendations for “course corrections” based on assessment and monitoring

The Executive Director will commit to the Community Agreement.

Coalition Work Groups

Participation in Working Groups is open to any individual or entity working to end homelessness in the community who agrees to participate for a minimum of two years as a member of the Working Group. A sample of entities who may be involved includes the Women’s Resource Center, Dan’s House, Child & Family Services, Safe Harbor, and others. Members are expected to participate in up to six meetings per year.

Each Work Group’s activities are guided by the Coalition’s strategic plan/Common Agenda. Work Group members may also consult on the development of the Common Agenda by participating in the planning process facilitated by the Executive Director.

Coalition Working Groups are organized by functional activity and by issue area. Chairs of Working Groups are selected and appointed from within each Working Group and are accepted by the Steering Committee. Chairs of Working Groups serve as members of the Steering Committee. Working Group Chairs are responsible for stewarding the roles and processes of their respective Working Group in coordination with the Executive Director.

The success of the Working Groups’ activities is measured against the criteria and benchmarks established by the Steering Committee with an aim of making homelessness rare, brief, and one-time, as well as against the goals and outcomes identified in the strategic plan/Common Agenda.

Working Groups are administratively supported and coordinated by the Coalition’s Executive Director and/or dedicated backbone support staff by the Coalition Executive Director. Working Group members will commit to the Coalition’s Community Agreement.

Coalition Allies and Friends

Anyone in the community with an intention to support the Coalition’s purpose of making homelessness rare, brief, and one-time may become an ally/friend of the Coalition. Before joining, the individual will be asked to commit to reading a description of the Coalition’s purpose and values and will be asked to affirm, in writing, their understanding of the purpose and values and a commitment to take action through their engagement with the Coalition that aligns with that purpose and values. Coalition allies and friends will also be asked to commit to the Coalition’s Community Agreement.

Allies and friends will receive invitations to community-focused meetings hosted by the Coalition and will receive information about Coalition events, activities, and resources by email. Allies and friends are also welcome and encouraged to join Working Groups as it suits their needs, interests, and willingness to engage in activities guided by the

Coalition's strategic plan/Common Agenda. They will also be informed about grant opportunities, encouraged to self-assess their own eligibility, and invited to reach out to the Executive Director with questions.

Allies & Friends may not use the NWCEH logo or claim to be a program or partner of NWCEH, or secure funding or host an event on behalf of NWCEH or its affiliates without the written permission of the Coalition's Executive Director.

CoC Collaborative Applicant

The CoC Collaborative Applicant for HUD CoC Program Funding/Process for the NWCEH and the Greater Grand Traverse Area CoC is the Northwest Michigan Community Action Agency (NMCAA). The HUD Collaborative Applicant is responsible for:

- Administering the contract for the NWCEH Director
- Administering the HUD CoC Program Planning Grant to be allocated to the NWCEH Director salary

HMIS Lead Agency

The CoC HMIS Lead Agency for the NWCEH and the Greater Grand Traverse Area CoC is Goodwill Northern Michigan. The HMIS Lead Agency is responsible for:

- Administering the contract for the NWCEH HMIS System Administrator
- Administer the HMIS funding allocated for the HMIS System Admin salary

IV. Committees and Workgroups

The NWCEH will appoint committees, subcommittees or workgroups to fulfill the work of the NWCEH. Members of the NWCEH will be represented in each committee. Other committee membership will include relevant CoC members and other interested stakeholders or experts.

The NWCEH workgroups may meet bi-monthly or more frequently depending on the tasks to be accomplished. Each committee will have clear purpose, goals and anticipated outcomes, and overall timeline for addressing issues or problems that it was chartered to address. Committees or workgroups will present their progress to the NWCEH Executive Committee and NWCEH Allies and Friends twice annually. The NWCEH may also create time-limited ad-hoc committees to develop recommended solutions to the specific issue for which they were created.

Standing committees and workgroups include:

- NWCEH Executive Committee
- NWCEH Steering Committee
- Data and Standards Workgroup
- Communications and Marketing Workgroup
- Shelter and Diversion Workgroup
- Outreach and Identification Workgroup
- Housing and Resources Workgroup

- Coordinated Entry Committee
- Semi-Annual NWCEH Allies and Friends Meeting

V. NWCEH Membership Recruitment and Outreach

The NWCEH will publish an open invitation at least annually for persons within the NWCEH 5 County Service Area to join as new NWCEH members. Recruitment efforts will be documented by NWCEH Director.

The NWCEH Steering and Executive Committees will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders. Members from the sectors identified below are invited to either attend the workgroups or at minimum the semi-annual Allies and Friends meeting. The NWCEH will recruit members to ensure that it meets all membership requirements set forth in its governance charter, to obtain membership from the following groups as they exist within the NWCEH geographic area and are available to participate in the NWCEH:

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Local government
- Advocates
- Public housing agencies
- Schools
- Social service providers
- Mental health agencies
- Hospitals
- Colleges/Universities
- Affordable housing developers
- Law enforcement
- Veteran organizations
- Youth organizations
- Senior organizations
- Individuals with lived experience of homelessness
- Other relevant organizations within the CoC's geography (might include funders, health care providers, substance abuse providers, foster care, job councils etc.)

VI. Decision Making

Decision/Action	Executive Hosts	Coalition Steering Committee	Executive Director/ Backbone Support	Working Groups	Allies & Friends
1. Adopting a mission, vision, and purpose	A, C, S, I	A	R	C, S, I	C, S, I
2. Approving strategic plan and/or Common Agenda for action	A, C, S, I	A	R	C, S, I	C, S, I
3. Establishing shared measurement practices	C, S, I	A	R	C, S, I	C, S, I
4. Advancing public policy	C, S, I	C, S, I	A, R	C, S, I	S, I
5. Analyzing data, analyzing gaps	S, I	A	A, R	C, S, I	C, S, I
6. Prioritizing needs and opportunities for Coalition action within the scope of the strategic plan/Common Agenda	S, I	A	A, R	C, S, I	C, S, I
7. Proposing and exploring the feasibility of new projects, initiatives, or efforts to fills gaps/improve system, within and across agencies/entities	S, I	A	A, R	C, S, I	C, S, I
8. Making decisions about projects and initiatives to pursue, including taking on new projects	S, I	A, C, S	A, R	C, S, I	C, S, I
9. Developing criteria to inform HUD project ranking	C, S, I	A	A, R	C, I	C, I
10. Ranking HUD projects (with scoring completed by a non-HUD applicants committee)	C, S, I	C, S, I	A, R	C, S, I	I
11. Making ESG funding allocation decisions	C, S, I	A	A, R	C, S, I	I
12. Creating and authorizing Action Plans tied to strategic plan/Common Agenda	C, S, I	A	A, R	C, S, I	C, S, I
13. Securing funding for Coalition Backbone Support	A, R	C, S, I	R	I	I
14. Securing nongovernmental funding and other resources to support and implement activities in alignment with strategic plan/Common Agenda	A, R, C, S, I	A, R, C, S, I	A, R	I	C, S, I
15. Developing and authorizing the Executive Director's annual scope of work and goals	C, S, I	A, R	C, S, I		
16. Overseeing and evaluating the Coalition's Executive Director position/performance	C, S, I	A, R	C, S, I	C, S	

Decision/Action	Executive Hosts	Coalition Steering Committee	Executive Director/ Backbone Support	Working Groups	Allies & Friends
17. Managing Coalition Backbone staff (recruiting, hiring, managing, motivating, supervising, evaluating, supporting, firing)	I, S	I	A, R		
18. Coordinating internal communication (coordinating with Backbone staff, Committees, Work Groups, Allies & Friends)	C, S, I	C, S, I	A, R	C, S, I	C, S, I
19. Coordinating external communication and marketing efforts	C, S, I	C, S, I	A, R	C, S, I	S, I
20. Being an ambassador and champion for the Coalition’s collective impact efforts	A	S	A, R	S, I	S, I
21. Ensuring participating entities’ staff and boards are informed about Coalition purpose, roles, and expectations	A, C, S, I	A	A, R	C, S, I	C, S, I
22. Monitoring and assessing role performance of participating entities regarding their alignment with the Coalition Agreement(s) and the strategic plan/Common Agenda; quarterly peer review of HUD projects	C, S, I	R, C, S, I	A, R	C, S, I	C, S, I
23. Making recommendations for “course corrections” based on assessment and monitoring	C, S, I	C, S, I	A, R	I	I
24. Refining and refreshing the Common Agenda/strategic direction, and/or entity priorities	A, C, S, I	A	R	C, S, I	C, S, I

Northwest Michigan Coalition to End Homelessness Community Agreement

The Coalition is governed by the following shared values:

- Collaboration
- Accountability
- Data-Driven Decision-Making

Members of the Executive Team, Steering Committee, Working Groups, Executive Director & Backbone Staff, and Allies & Friends participating in the Coalition all agree to adopt these values in practice related to their work with the Coalition.

Collaboration

The Coalition is committed to working together in an embedded way across entities and agencies to develop buy-in in collaborative strategic plans and invest in processes, systems, programs, activities, and inventions that will make homelessness rare, brief, and one-time. The Coalition is also committed to supporting those interested in working together navigate and decide how they want to be part of the Coalition. Those with questions about the role they or their entity could play may have a conversation with the Executive Director. Coalition participants recognize that the work they do individually and together is hard, and will do their best to support each other in their respective roles and honor each other's diverse and unique skills, strengths, wisdom, experiences, and resources. They will demonstrate this respect one on-one, in meetings, and in the ways they communicate with others about each other.

Accountability

Coalition participants are committed to taking responsibility for their own actions, choices, and investments of time, energy and resources in the work to end homelessness. This includes ensuring their own or own entity's work plans, budgets, programs, services, and projects align with the goal of making homelessness rare, brief, and one-time across northwest Lower Michigan. The Executive Director of the Coalition is responsible for monitoring alignment and communicating with the Executive Team and the Steering Committee. This will be done on at least an annual basis.

Data-Driven Decision-Making

The Coalition strives to make decisions about programs, services, and investments of time and energy based on data and evidence-based research rather than intuition or assumptions alone. Coalition participants are committed to the use of qualitative data gathered from people with lived experience of homelessness. The use of these data will inform the formation and adopting of the Strategic Plan/Common Agenda and action by Coalition members. Data will also inform the prioritization of projects, services, and programs, as well as HUD and ESG funding recommendations and decisions.

In the event that participants in the Coalition are acting in ways that do not align with these values, others may share feedback and remind the participant of the Coalition's values and practices. In the event of a conflict between two parties related to these values that cannot be addressed in a direct fashion by the two parties in disagreement, the issue may be brought to

the Executive Director or, by request, to a neutral facilitator, to support mediation of the conflict.

If an individual participant or a participating entity consistently acts in ways that are not in alignment with these values, the Executive Director may inform them that they may no longer claim they are associated with the Coalition.

