

BYLAWS FOR HOME, OPPORTUNITY, PLANNING AND EQUITY (HOPE) ADVISORY BOARD

The purpose of these Bylaws ("Bylaws") is to:

- confirm the vision and principles that will guide Benton County and the Cities of Benton County ("the Parties") towards ending homelessness;
- establish the membership and responsibilities of the Home, Opportunity, Planning and Equity Advisory Board ("HOPE");
- establish HOPE's Executive Committee; and
- establish the overall scope of responsibilities of the Advisory Board and the Executive Committee, including the general limitations of their budgetary and policy-making authority.

These Bylaws will be incorporated into an Intergovernmental Agreement ("IGA") by and among the Parties. These Bylaws will be reviewed annually by the Executive Committee. Any material proposed changes must be authorized by the Parties by an amendment to the IGA. Capitalized terms used herein without definition have the meaning ascribed to such term in the IGA.

I. VISION

Like communities throughout Oregon and the United States, homelessness in Benton County has escalated in recent years and demands a comprehensive, coordinated response from the county, cities, and diverse community partners, leaders, and persons experiencing homelessness.

Our vision:

Everyone in Benton County should have the opportunity to live in decent, safe, and affordable housing.

Our values are to:

- **Use data to drive assessments, prioritization and accountability.** In order to best use scarce resources, we must understand the scope of the problem, evaluate the outcomes of our investments, evaluate progress and demonstrate accountability.
- **Take a comprehensive systems and multi-sector approach.** Strengthen system capacity and increase leveraging opportunities across systems of care, such as domestic violence, physical, mental and behavioral health, criminal justice, and housing providers. To provide a home for everyone, we must increase coordination and collaboration of service providers and strengthen efficiencies in our current system and better align our resources.

- **Engage and involve the community, not just direct service providers.** Policy makers and community stakeholders must understand the magnitude of the challenge in achieving the vision, the costs of not achieving the vision, and the strategies necessary to get there. HOPE will strive to ensure that the specific concerns and interests of local and county-wide stakeholders are heard and considered.
- **Prioritize vulnerable populations.** While homelessness can be traumatic for anyone, there are those whose health and safety is at greater risk without a safe and stable home. For example, women fleeing domestic violence, children and people with disabilities, etc.
- **Promote community safety for all.** This work is intended to be generally inclusive of all housing and services for people experiencing homelessness or at risk of becoming homeless in Benton County while acknowledging the limitations of funding and considering the impact on safety and livability. Hereinafter, this service scope will be referred to as Homelessness and Supportive Services System, or “System”.
- **Promote racial and ethnic justice.** In order to ensure that our programs do not unintentionally favor one population over another population we will strive to provide culturally specific services, and use a racial equity lens across all program recommendations.

II. STRUCTURE AND GENERAL REPRESENTATION

HOPE is the collective Advisory Board with the following structure:

- **Chartering Jurisdictions** – Benton County and the City of Corvallis are the initial Chartering Jurisdictions; other cities may join in the future. The Chartering Jurisdictions establish the bylaws, establish governance structure, have direct policy and funding authority, define scope of the Advisory Board and Executive Committee, provide staff support to the advisory board, and establish lead agency roles.
- **Advisory Board** – The Advisory Board provides a wide array of community expertise and representation of groups working on homelessness, housing, and social determinants of health. Its responsibilities include developing a work plan with, at a minimum: goals, measurable objectives, tasks, timelines, and responsible individuals for tasks. It will conduct resources and gap analysis to help determine needs and identify evidence based practices to respond to needs. In acknowledgment of limited resources, it will also prioritize its work plan activities.
- **Executive Committee** – The Executive Committee, a subset of the Advisory Board whose responsibilities include appointing Advisory Board members, adopting action plans presented to it by the Advisory Board, reviewing and assisting the Advisory Board to align its work with the bylaws, prioritizing guidance for resource allocation, presenting reports to Chartering Jurisdictions.

HOPE will engage in ending homelessness in Benton County. Beyond its Advisory Board and Executive Committee, as described herein, representation of HOPE shall be drawn from all sectors across Benton County including but not limited to:

- Nonprofit homeless assistance providers
- Domestic violence victim service providers
- Culturally-specific service providers
- Faith-based organizations
- Governments
- Businesses (small businesses, large businesses, locally owned, etc.)
- Business associations
- 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 or formerly homeless individuals
- Oregon Department of Human Services self-sufficiency and foster care programs
- Residents of color
- Residents with disabilities
- Residents facing a housing cost burden
- Neighborhood associations
- Philanthropic organizations
- Other relevant organizations and/or community stakeholders as determined by the Executive Committee

On behalf of the Parties and under direction of the Advisory Board and its Executive Committee, the responsibilities of HOPE may be completed by the membership at large, or through delegation to various subcommittees and/or ad hoc workgroups.

III. HOPE ADVISORY BOARD

A. Composition

HOPE Board membership shall consist of no more than 21 members, of which 7 shall also comprise the Executive Committee. All other members of the Advisory Board shall be appointed by the Executive Committee.

1. Members of both the Advisory Board and the Executive Committee: Appointed by Role. Five (5) members of the Advisory Board who shall constitute the Executive Committee shall be appointed based on their role in the community (“Role Members”) from the following representatives:

- One (1) representative from Benton County will be a Commissioner, to be appointed by the Board of Commissioners.
- Two (2) representatives from Corvallis will be the Mayor of the City of Corvallis or their designee and one Corvallis City Councilor, to be appointed by the Mayor with concurrence of Corvallis City Council.
- One (1) representative from Community Services Consortium (CSC).
- One (1) representative from the local business community, to be appointed by the Board of Commissioners, with the concurrence of the Mayor and Corvallis City Council.

In addition to the Role Members listed above, the two (2) co-chairs of the Advisory Board shall also serve on the Executive Committee.

Each Role Member from the above representatives shall also serve on the Advisory Board.

2. Members from Community Stakeholder. The Executive Committee shall appoint no more than sixteen (16) members from individuals who complete the Advisory Board application. The Executive Committee will make future appointments to replace any of the Advisory Board members by selecting from those who apply to be members of the Board.

The Executive Committee will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders (see above list in Section II). Executive Committee members will ensure that the Advisory Board has broad representation that is representative of the community and includes multiple service delivery systems, areas of expertise within the community, and homeless peers or formerly homeless individuals. The Advisory Board may, however, operate for up to six (6) months without all appointments being made provided that all decisions made during this period of time shall be approved by no less than eleven (11) members and further provided the Executive Committee is engaged in good faith efforts to identify, recruit, and appoint new members that achieve the required representation.

The members of the Advisory Board shall elect two co-chairs who will also serve on the Executive Committee. Advisory Board meetings will be conducted in accordance with Oregon's Public Meetings Law and directed by the Advisory Board co-chairs. The Advisory Board co-chairs may designate other Advisory Board members to direct Advisory Board meetings if required due to Advisory 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 Advisory Board co-chairs. At a duly called meeting of the Advisory Board, a majority of the appointed Advisory Board's

voting members shall constitute a quorum. All business of the Advisory Board will be transacted at a duly called meeting of the Advisory Board. Except for special or emergency meetings, 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 approval of the meeting minutes.

The Advisory Board will make decisions by a vote of the majority of Advisory Board members present. A Role Member may delegate their participation in the Advisory Board to a regular designee. When a Role Member is not able to attend a duly called meeting, they may, with prior notice to the Advisory Board co-chairs, be represented by their regular designee or by an alternate proxy. Other Advisory Board members may not designate proxies.

B. Subcommittees and Network Groups

The Advisory Board may charter subcommittees and/or ad hoc workgroups as it deems necessary to conduct the work of HOPE, and may restrict or directly appoint the membership therein.

C. Terms of Service

Members of the Advisory Board, other than Role Members, shall serve two-year terms. An individual may not be elected or appointed to serve more than three (3) consecutive two-year terms. Advisory Board members appointed by the Executive Committee may have their appointments revoked at any time and at the sole discretion of the Executive Committee.

Role Members assigned to their position by role (e.g., the Benton County Commissioner) serve without specific term limit for the duration of time that they hold that role; when they cease to hold that role, the individual elected or appointed to that role will assume the assigned Role Member position. The Non-elected Role Member from CSC serves without a specific term limit and at the discretion of CSC, which may revoke the appointment at any time. The Non-elected Role Member from the business community serves a two-year term and may not be appointed to serve more than three (3) consecutive two-year terms. The business community Role Member serves at the discretion of the Board of Commissioners, which may revoke appointment at any time, with the concurrence of the Mayor and Corvallis City Council. All Role Members on the Executive Committee must also abide by the Attendance Policy in Section 8.

Board co-chairs on the Executive Committee serve a two-year term as co-chairs and may not be appointed to serve more than three (3) consecutive two-year terms. If other general board members express interest in serving as co-chairs, the full Board will vote on co-chairs at the end of the two-year term.

D. Attendance Policy

All HOPE Board members, including Executive Committee Members, must be able to

attend meetings regularly. When emergencies happen, Board members will communicate as soon as possible with the HOPE Coordinator. Prior notice must be given to the HOPE Coordinator if a planned absence occurs. A board member will no longer be able to serve on the Board if they fail to participate in any scheduled Board meetings for 90 days (full board meetings, Executive Committee meetings, and work group meetings).

E. Advisory Board Responsibilities

The Advisory Board, with oversight by the Executive Committee, will be responsible for providing input and recommendations regarding the actions outlined in this section (D). Unless otherwise specified, the Advisory Board's scope of responsibilities include coordination and facilitation of a comprehensive, integrated approach to service delivery for people experiencing homelessness or at risk of becoming homeless in Benton County; consisting of intervention areas and strategies as described in the Advisory Board's work plan. HOPE will update and complete its plan by implementing the following strategies:

1. Assess & Review:

- Avoid duplication of work by building upon previous planning efforts regarding homelessness including “A Ten-Year Plan to Address Issues Surrounding Housing and Homelessness In Benton County” (the Plan), and the Plan update from 2017, the “2040 Thriving Communities Initiative,” “Imagine Corvallis 2040,” “Homelessness In Benton County” from 2017, sections related to homelessness from Benton County’s “Community Health Improvement Plan,” and other relevant planning documents.
- Assess and plan for a System within the County that meets the needs of homeless individuals and families while acknowledging the limitations of available resources and considering the impact on safety and livability. At a minimum, such a system encompasses the following:
 - Outreach and Engagement
 - Assessment
 - Shelter, housing, and supportive services
 - Prevention strategies
- Assist with coordination of initiatives to reduce duplication of efforts and increase coordination and collaboration to stretch resources as far as possible.
- Work with existing entity or entities that will conduct, at least biennially (i.e., every other year), a point-in-time count of homeless persons within Benton County participating cities, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans.

- Conduct an annual gaps analysis of the needs of homeless people, as compared to available Housing & Supportive Services within Benton County and the City of Corvallis.
- Annually assess HOPE funding from all sources and make recommendations to the Executive Committee for coordination of investments in safety net services and permanent solutions that will help "break down silos" among various systems (health; community justice, mental health, social service providers, non-profits).
- The HOPE Advisory Board will collect and consider community input as a component of information gathering. The Advisory Board will send a notification of action to representatives in Section II sectors announcing the need for community input.
- The methodology utilized for collecting this input will vary depending on the subject matter.

2. Develop & Implement:

- Develop a strategic work plan which outlines goals, objectives, milestones, tasks to accomplish objectives, associated timeline for completion, responsible parties for each task, and budget estimates for each objective.
- Prioritize goals and objectives within scope of available resources for effective implementation.
- Identify new resources and develop proactive strategies to meet HOPE goals.
- Create strategies to leverage additional resources among public, philanthropic, business, faith and secular nonprofit sectors.

3. Evaluate System:

- Consult with Housing & Supportive Services providers to establish performance targets appropriate for population and program type.
- Monitor performance of Housing & Supportive Services providers.
- Evaluate the outcomes of Housing & Supportive Services within HOPE's geographic area (Benton County, or the "Area").
- Work with Housing & Supportive Services projects that perform poorly to improve outcomes.

4. Report & Recommend:

- Prepare reports for the Executive Committee to present to the governing bodies regarding outcomes and resource needs as approved by the Governing Bodies.

- Provide strategy and funding recommendations to the Executive Committee.
- Respond to requests for policy recommendations by the parties. These responses shall be provided to the Executive Committee which shall communicate them to the parties.
- Annually report to the Executive Committee which shall present the report to the parties regarding progress on goals, objectives, inclusion of community input prior to decision making, and overall accomplishments of HOPE.

5. Recommendation Authority of Advisory Board

Unless otherwise designated by the Executive Committee or these Bylaws, all recommendations made by the Advisory Board must be forwarded to the Executive Committee for review. The Executive Committee, at its sole discretion, may either ratify the recommendation of the Advisory Board (in which case the recommendation stands) or reject the recommendation (in which case the recommendation is returned to the Advisory Board for further discussion and review).

If, after further discussion and review, a second recommendation of the Advisory Board still conflicts with that of the Executive Committee:

- The recommendation of the Advisory Board will control when recommendations specifically focus on HOPE Program or funding or policies related to the implementation of the Plan.
- The Executive Committee shall forward its recommendations to the Chartering Jurisdictions for final approval.

IV. MEMBERSHIP OF THE EXECUTIVE COMMITTEE

A. Composition

The HOPE Advisory Board shall be overseen by an Executive Committee whose membership is listed in Section III.A.1.

Executive Committee meetings will be conducted in accordance with Oregon's Public Meetings Law. 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 appointed Executive Committee will constitute a quorum. The quorum is defined by the number of voting members. All business of the Executive Committee will be transacted at a duly called meeting of the Executive Committee. Except for emergency or special meetings, 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, they may, with prior notice to the Executive Committee, designate a proxy. Designations of proxies to conduct Executive Committee business should be rare.

Beyond the broader scope of duties of the Advisory Board, the Executive Committee will additionally:

- Appoint other members of the Advisory Board and provide direction for the Advisory Board, including working with the Advisory Board Co-chairs to establish Advisory Board meeting agendas.
- Establish any associated committees or ad hoc work groups, define their membership and provide direction regarding their work.

V. CONFLICT OF INTEREST

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