

Continuum of Care

Board of Directors Agenda

February 8, 2024

<https://us06web.zoom.us/j/87887173624?pwd=YW9vRi9iVU9kT1Ryd2tCKzN6U0hKQT09>

Meeting ID: 878 8717 3624

Passcode: 762655

I. Call to Order

II. Approval of Agenda

III. Consent Items

- a. Review and Approval of Minutes for December 2023 Board Meeting

IV. Old/Unfinished Business

- a. Report of Discussion with OC Deputy Director (email correspondence included for information only).

V. New Business

- a. The Youth Homelessness System Improvement (YHSI) Grant
 - History, Youth Homeless Homelessness Demonstration Program
 - Focus of YHSI
 - Partnerships
 - Youth Advisory Board (YAB)
- b. Bylaws Discussion
- c. Board Membership (application(s) included for discussion)

VI. Upcoming Meetings

- a. Upcoming BOD Meeting: March 14, 2024

VII. Adjournment

Respectfully Submitted,

Bill Schlesinger
Board Secretary

December 7, 2023 Board Special Meeting Minutes

1:03 Meeting called to order: Melissa excused, Josue, Hope, Bill present. Daniel not present but without excuse.

Hope Jackson presented a power point with the agenda.

Intro: time spent in reviewing the history, not trying to reinvent the wheel. Need by-laws. Work on prep for 2024 in compliance. Diplomatic endgame to be the outcome.

History of the CoC: Discussion ensued.

Compliance Instruments

Bylaws

Charter

Operating Policies

The Board extracted and adapted language from the Charter to develop the attached bylaws for the CoC Board. The attached bylaws were then approved by common consent.

The Board discussed meeting methods and venues.

The meeting was adjourned by the Chair at 4:08 p.m. with thanks to the staff for its work.

Respectfully submitted,



Bill Schlesinger

Board Secretary

CoC Board Bylaws

1. Overview. Required by HUD, the Board will act on behalf of the El Paso CoC (24 CFR part 578.8(a) (3)). The CoC Board is the primary decision-making body for the El Paso CoC. Board members determine the policy direction of the CoC and ensure that the CoC fulfills its responsibilities as assigned by HUD. Additionally, the Board oversees and approves the work of CoC committees and workgroups and the CoC Lead Agency and HMIS Lead Agency. The Board also approves the Consolidated Application for HUD CoC Program funding.

2. Requirements.

- a. Must be representative of the relevant organizations and projects serving homeless subpopulations within the CoC. (24 CFR part 578.5(b) (1)) A single Board Member may represent the interests of more than one homeless subpopulation if s/he is willing. Examples of organizations/projects include:
 - Homeless assistance providers
 - Victim service providers
 - Faith-based organizations
 - Government entities
 - Businesses
 - Advocates
 - Public housing agencies
 - School Districts
 - Social service providers
 - Mental health agencies
 - Hospitals
 - Universities
 - Affordable housing developers
 - Law enforcement
 - Veteran organizations
- b. Must include at least one homeless, or formerly homeless, individual. (24 CFR part 578.5(b) (2))

3. Policy

- a. The Board will consist of up to 11 seats. The CoC will strive to ensure broad representation among the positions, utilizing the examples previously given as a reference.
- b. All nominees for Boards seats must live or work in the CoC's geographic area.
- c. No more than one representative from the same agency/organization may be an elected member at a given time. No more than two board members can serve on the CoC board who are board members, employees or family members of such persons from CoC funded agencies.
- d. Board Members will serve 3-year terms. They may resign at any time by giving oral or written notice to the Board Chair. Board Members can be removed from the Board by a majority vote of the remaining Board Members for repeated absences or for violation of the Board Member Code of Conduct or Conflict of Interest Policy. (Appendix C)
- e. Elections will be held in September of each year. The CoC Board will solicit applications from the Membership and the community at-large and elect a member(s) to serve staggered three-year terms in 3 cohorts. Selection of candidates will be compliant with 24 CFR 578. Those members having completed a 3-year term and interested in

- re-election must submit an application. New Board Member Orientation shall receive training within the first 30 days of board membership from EPCH staff.
- f. End of Term Process – Any member who has completed their 3-year term is eligible for re-election to additional 3-year terms as determined through the election process.
 - g. If a vacancy occurs due to a Board Member resigning or being removed, the Board will immediately move to fill the position.
 - h. Vacancy Process - The CoC Board solicits applications from the Membership and community at-large, and elect a member(s) to fill the vacancy ensuring that representatives of the board are compliant with 24 CFR 578.
 - i. A quorum must exist for the Board to conduct business. A quorum is 1/3 of the current number of Board Members. Any one or more of the CoC Board members may participate in a meeting of the CoC Board by means of a conference telephone or similar communications equipment allowing all persons to hear each other at the same time. Such participation shall constitute presence in person at such meetings.

4. Composition

- a. **Chair.** Governs and leads the CoC Board. Responsible for scheduling the agenda for Meetings of the CoC Board. At a minimum, the Board Chair will attend the annual Texas Homelessness Conference annually.
- b. **Vice Chair.** In the absence of the Chair, assumes the Chair's duties.
- c. **Secretary.** Keeps accurate records of every CoC Board meeting, or designates another person to do so at each meeting, including the names of those in attendance. Additionally, if any actions are taken outside the confines of an "official" meeting, these will also be recorded. Responsible for the timely posting and dissemination of all meeting summaries, minutes, announcements, and notices, or for ensuring that said information is posted and disseminated by the designated entities. In the absence of the Chair and Vice Chair, assumes the Chair's duties. Minutes of a previous meeting shall be submitted for website posting within two business days after meetings that approve the previous board meetings.
- d. **Treasurer.** Keeps the Board informed of any financial events, trends, and/or concerns that may affect the CoC's fiscal health. Completes required financial-reporting forms in a timely fashion and makes these forms available to the Board.
- e. **Members.** Comprise the remaining Board seats. Participate in basic Board functions. A board member shall attend General Membership meetings by rotation.

5. Duties. The CoC Board will execute the following duties:

- a. Review, provide guidance as needed, and approve the following areas of recommendations for action that are developed by the CoC Committees and/or workgroups:
 - i. The prioritization of funding need for housing and services for people experiencing homelessness
 - ii. The emphasis or direction of service delivery approaches for the CoC
 - iii. Appointing subcommittees or workgroups as may be necessary to perform its duties and responsibilities.
- b. Develop policies and procedures conforming to HUD requirements detailed in 24 CFR part 578.1 to:
 - i. Review and approve for execution the Memorandum of Understanding (MOU) for the CoC Lead Agency to operate the El Paso CoC, the Collaborative Applicant, and the HMIS Lead Agency.
 - ii. Conduct year-round CoC planning of homelessness prevention and homeless assistance housing and services.

- c. Review the CoC Strategic Plan annually and recommend adjustments, as needed.
- d. Review the CoC Governance Charter annually and make any recommended changes to the General Membership every five years.
- e. Ensure a fair and transparent process is established to assist with the Consolidated Application for HUD CoC Program funding.
- f. Review and approve the CoC Policies and Procedures (i.e. Coordinated Assessment Oversight Committee, Performance Committee, Planning Committee, etc.) needed to comply with requirements associated with establishing and operating a CoC and HMIS requirements prescribed by HUD.
- g. When a vote is necessary, majority vote will be the final decision. All votes shall be “by-voice”, ballot, or email; the Chair has discretion in this matter. Each Board Member is allowed one vote. The Secretary will be responsible for recording all votes.
- h. The CoC Board shall hold a minimum of eight (8) regular meetings each year, the day and time to be set by the Chair with the approval of the CoC Board.

6. Expectations

- a. **Code of Conduct and Conflict of Interest Policy.** In order to maintain the highest ethical standards, all Board Members, as well as any person acting on behalf of the CoC Board, must comply with the Code of Conduct and Conflict of Interest Policy. These can be found in Appendix C. All Members will be asked to sign these forms prior to assuming their position. The Secretary will be responsible for maintaining these records.
- b. **Recusal Policy.** No member of the CoC (Board, Committee, Member, Agent or employee of Agent) shall vote or make recommendations on funding decisions that directly benefit them or any organization in which they have a direct fiduciary interest. To that end, neither Board nor Committee members whose organizations are submitted in the HUD CoC Application and ranked for that application may participate in discussions about ranking policies or vote on ranking policies. Such members may participate in the development of performance targets and the evaluation tool. Members of the CoC will disclose potential conflicts of interest that they may have regarding any matters that come before the CoC Board.
- c. **Attendance.** In order to maintain a high-functioning and effective Board, Members are expected to attend every meeting. An attendance problem will occur if any of the following conditions exist:
 - The Member has *two unexcused absences* in a row. (An unexcused absence is when the Member did not notify the Chair prior to the meeting.)
 - The Member misses *30%* of the total number of Board meetings in a consecutive twelve-month period.
 - Members with attendance problems are subject to removal with majority vote of the CoC Board.

CoC Committees: In addition to its Board, the El Paso CoC will carry out its responsibilities through the work of Committees. CoC Members and/or Stakeholders will comprise these Committees. The CoC Board shall appoint committee chairs and may replace them for non-participation. Availability permitting, Members may sit on more than one committee. Procedural rules instituted by Committees must first be approved by the Board. Each Committee will be responsible for recording its minutes, and must be report them to the Board. The CoC may establish as many Committees as it deems necessary.

Review and Advise:

	Who is reviewed	How Often is it reviewed	How is the review done and reported
Spend rate of agencies funded by CoC	All funded programs	Quarterly (from HUD)	EPCH reports and takes comments from Board
Strategic Planning	Work of Planning Committee	Bi-monthly	Planning Committee reports and Board comments.
Stakeholder Conference	EPCH staff Coordinates Open Space Technology meeting with Board Secretary	Semi-Annually	Board approves and authorizes sending to City
Program objectives	Funded programs	Semi-annually	Board reviews and comments on selected APR data points
How have agencies participated in collaborative approaches to expand services?	Stakeholder Conference results	Annually	Deals made in the conference reported as part of the strategic plan

We intend that dual Board members with the Lead Agency Board will become ex officio on the CoC Board

Continuum of Care Governing Board Application

The El Paso Continuum of Care (CoC) is a local community planning network of public, private, and non-profit partners, and is committed to ending homelessness in El Paso County. The CoC Governing Board members represent organizations and projects serving a diversity of people, including the subpopulation of homeless individuals in El Paso County.

Responsibilities, include, but are not limited to:

- Evaluate and approve CoC homeless project performance;
- Evaluate and approve CoC funding priorities for approximately \$3 million in annual funding;
- Annually evaluate and approve CoC program policies;
- Analyze homeless program policies and performance data to identify needs, areas for improvement and future program development;
- Assign work groups as necessary, to carry out the responsibilities of the CoC; and
- Engage in strategic planning of homeless services, programs, funding, goals, and policies;

If you are interested in serving on the CoC Board, send this completed application and a current resume to the current CoC Board Chair, Hope Jackson, hope@theinstituteofhope.org. Applications may also be dropped off or mailed to the El Paso Coalition for Homeless Office located at 6044 Gateway East, Suite 410. If you are having difficulty submitting the application but would like to apply to serve on the CoC Board, please call Hope Jackson at (915) 202-7955.

Name: Horace L. Wilson

Email: horace978@yahoo.com

Phone Number: 256-348-7601

If employed, where do you work?

@lifecoach Job Title: Lifecoach

Years in Current Position:

Other Previous/Current Board participation:

Have you ever been homeless? If so, please describe.

Yes. When I first got a divorce in 1999 I lived in my truck for six months.

Have you known or had contact with homeless people? If so, please describe. **Yes**

I did homeless and prison ministry for about seven years.

Why do you want to serve on the CoC Board? I want to make a difference in the homeless community. **Would love to work with like-minded individuals to come up with some great idea to help those who are in unfortunate situations.**

Regular and dedicated participation by Board members is essential. CoC Board meetings are held the Second Thursday of every month at 4:00 PM. Can you commit to participating in these meetings? **Yes**

CoC Board members owe a Duty of Care, Duty of Loyalty, and a Duty of Obedience to the CoC. This means that while serving on the CoC Board any other affiliations, relationships, employment, etc. must be set aside and decisions must be made in the interest of the CoC. Can you commit to that standard? **Yes**

In situations where that duality of interests exists, this is a conflict of interest and affects a Board member's ability to participate in certain discussions and votes. Conflicts of interests **MUST** be known and disclosed. Please disclose ALL actual, potential, direct, indirect, etc. conflicts of interest:

N/A

What skills or experience can contribute to your service on the Board? I love people and I have great written and oral communication. I have mentored over 25 years. I have also been homeless myself. I grew up in the inner city of Chicago. My mother had nine kids by the age of 27 we were poor and pretty much from location to location. I have also lead homeless ministries and created events and rallies to be able to assist and feed the homeless in the city and counties.

Are you related to any public or private social service organization? If so, does your organization currently receive any CoC funding? If your organization does receive CoC funding, please state the amount and type of funding received and your involvement in your organization's CoC funded programs. **No**

Is there anything else that you would like the CoC Board to know about you or your desire to serve on the Board? **I believe CoC is and has done some great work I truly believe by adding my skillset and my love to see others have a better quality of life can take the organizations to even higher heights.**

Horace Wilson

El Paso Tx., 79936
(256)-348-7601 • horace978@yahoo.com

PROFILE OF QUALIFICATIONS

Performance-driven business professional, with expertise in Human Resources and Talent Management, compensation, talent management and employment law. Strategy architect in the development of innovative HR and Recruitment initiatives to streamline processes and capitalize on organizational growth opportunities. A creative thinker, problem solver, decision maker and business partner who effectively balances the needs of employees with the goals of the organization. Proven leader, mentor, facilitator, trusted advisor and negotiator.

KEY AREAS OF EXPERTISE

HR Consulting	OFCCP Compliance	Leadership/Mentorship	EEOC Compliance
Employee Relations	Staffing/Recruiter/TALEO	Diversity Initiatives	Editor/Writer
Project Manager	Conflict Resolution	Training & Development	Producer

PROFESSIONAL SYNOPSIS

ActOutNotUp
CEO (7/13 to Present)

Identifying individuals who are in desperate need for assistance. Being a bridge to organizations (Resources) that could assist said individuals. Such as physical mental and emotional needs social and providing shelter. Mentoring and cultivating individuals to help build infrastructure so that when assisted will be able to keep what is given to them.

Department of the Army HQ AMC EEO Office

Administrative Officer/Workforce Recruitment Manager/Employee Relations (12/98 to 4/13)

- Served as HR business consultant to senior executives and their staff (3500) with a workforce of (60,000) within specific functional departments, business units and/or regions. Determined and delivered human capital strategy in concert with corporate strategic initiatives. Initiated, facilitated or implemented all HR programs, initiatives and processes to promote the ongoing development of a superior workforce. Functioned as HR Manager to all employees within function or business unit in the United States.
- Compensation – Ensured that employees were properly aligned relative to job description, market data and profile. Worked with managers and senior Compensation staff to resolve issues and create new roles. Provided recommendations and approvals for salary increases and promotions. Established and reviewed metrics for bonus compensation. Provided guidance and oversight to focal compensation review and MBO bonus assessment. Evaluated incumbents during hiring process of new employees to ensure internal equity.
- Talent Management – Delivered consult, recommendations and leadership to ensure the attraction, selection and integration of highly skilled workers, and the development and retention of current workers to meet present and future business objectives. Coached business partners to best assess and act upon talent management requirements, performance management, employee development and succession planning. Guided and supported managers regarding processes associated with performance management, retention strategies and employee development. Advised management on related policies and practices on a daily basis. To ensure that they were operating within the guideline of the federal government. Edited and updated policies when deem necessary. Alerted management and business partners in change in federal laws and special memorandums.
- Performance Improvement / Employee Relations – Counseled managers on strategies to constructively engage employees in conversations regarding performance or employee relations issues. Reviewed and edited written documentation to address corrective action requirements. Moderated escalated employee/manager situations, and participated in final warning meetings. Assessed legal risk and engaged corporate legal counsel as appropriate.

- Presentations and Training - Prepared and delivered training related to HR programs and rollouts. Conducted management training for topics such as Advanced Coaching, Situational Leadership, Mentoring, Change Management and New Manager Assimilation.
 - HR Programs / Disciplines - Managed immigration activities for all client groups. Worked on special projects requiring subject matter expertise, including Benefits analysis and recommendations, Compensation activities, Performance Management, Workers' Compensation, etc. Utilized quantitative data and intuitive observation to drive people-related decisions and demonstrate measurable value added to the organization.
 - Responsible for employee relations, benefits administration, and new hire orientation.
 - Maintained and updated the Affirmative Action Plan.
 - Administered and provided assistance regarding FMLA. (Training)
 - Set pay grade of students according to the rules and regulations given by Department Of Labor (DOL) and Department Of Defense (DOD).
 - Correspondent with upper level management and provided rationale for decisions and spreadsheets of all students hire through the Workforce Recruitment Program (WRP) program.
 - Primary Credit Card holder responsible for recordkeeping for all purchases and for reconciling end of month balance.
 - Responsible for travel/TDY of all EEO employees.
 - Maintain calendar for Primary Management Official (PMO).
 - Personally handle all travel arrangements and logistics for all EEO employees.
 - Consult with Major Subordinate Commands (MSC's) on future training opportunities.
 - Responsible for putting all nominees for training in priority order and send list to POC who will be conducting the training.
 - Provide analytical, administrative, management support to PMO and MSC.
 - Perform all administrative duties.
 - Liaison with the Civilian Personnel Advisory Center (CPAC) Coordinate personnel actions with the Directorate and provides liaison with the (CPAC) and directorate organizations to resolve related issues and problems.
 - Government Purchase Card (GPC) card holder training through Defense Acquisition University (DAU), US Citi-Bank.
 - Recruiting hard to fill positions through unique strategies/(TALEO)
 - Conflict Resolution/Employee Relation. Building trusting relationship with employees/business partners through consistent communication to ensure them that their concerns are our concerns. Daily walked around throughout the organization communicating with employee gathering their present concerns or any concerns that they may foresee. Being a bridge between management and employees. Setting appointments for non-emergency issues and addressing issues with management for issues of grave importance. Intakes of concerns are presented to management in a timely and professional fashion. Assist/train department supervisor on how to build strong relationships with their employees to put the employees in a mind set to care about overall organizational success.
 - Retention Training to show ways to retain employees. To show employees and business partners a clear picture of the way ahead and where they fit in and how they play a big role in the organization success.
- **Multicultural Board (Advocate)**
 - **Central Texas College, 30 HRS PER WEEK**
 - **September 1993 to May 1995**
 -
 - As advocate for minorities. I interviewed several business men and women who were minorities who successfully rose out of poverty into actually seeing their vision come to past. I would persuade these fine people to come to the University to speak words of affirmation and wisdom to the college students to encourage them never to give up. That they can also achieve their dreams too. I coordinated all multicultural events for various minorities and women groups. I assisted in spearheading the first Multicultural Board (MB) for Central Texas College for the purpose of informing students that the college does considered them to be more than just people that come and go. That the University recognizes the students as a diverse cultural that mirrored what the future will look like one people with different cultures

and the freedom to express themselves. The first (MB) consisted of the EEO officer, a selected board of faculty members, and myself representing the student body.

- The task of (MB) was to recognize each month of the year with a cultural event at the college to represent each culture including Women month. I personally arranged interviews and conducted interviews of all potential acts or persons who would be performing. Assisted in taking photo of various events to be published in school newspaper. Wrote and published in campus newsletter articles of upcoming events made fliers to past out in surrounding neighborhoods to motivate the community to get involves its college.
- Also the (MB) was to define discriminatory practices and provide the information to the faculty as to the malpractice. Served as an advisor to the Dean of Professors of the college to assist in correcting the effects of past discriminations and to achieve the goal of a University that represents a diverse student population.
- The (MB) covered groups such as minorities, women, and disabled persons. We (MB) established and developed plans/procedures to achieve specific goals, because we recognized that it would be in direct violation if the faculty did not initiate actions to achieve affirmative action goals. I made a personal appearance in a two-part series on PBS in regards to the role of the multicultural movement at Central Texas College. Responded to question ask of me by the reporter interviewing in a concise manner and was able to answer audience questions. As a result, student enrollment increased by more than half. I also served as an advisor to the Professor of History Dr. Stan Dyer. In regards to curriculum/content of the first African American History Course at Central Texas College. Was voted Nontraditional student of the year for two year in a row. Pictured on school catalog 1993-1995

Army Family Team Builder (AFTB) Master Trainer (Volunteer)

- Trained individuals to be level I, II, III instructors.
- Delivered Key “Components of Successful Deployment” and “Brief and Platform” training.
- Critic each briefing for preparedness and delivery and how the instructor managed their allotted time and students.
- Prepared complex graphs and charts to communicate how to use visual aids and handouts during trainings.
- Presented mock presentation assignments.
- Instructed on how to design briefing charts to assist with briefing the students.

Education

2017-2020 Highland College, Leadership Ministry Development Degree

1992-1995 Central Texas College, Business Information Systems AA; GPA 3.5

Veteran (RET). Secret Clearance

TRAINING

GFEBs

Citi-Bank

Equal Employment Disability Program Manager Training

Equal Employment Complaint Training

Level III Instructor/Certified

Level I instructor/Certified

Dale Carnegie Effective Communication Interpersonal Skills Advance

DTS

Government Purchase Card

Equal Employment Counseling Training

Master Trainer/Certification

Level II Instructor/Certified

Mentor Protégé Training

Goal Management

SKILLS

Microsoft Word, Excel, PowerPoint, SharePoint, Outlook, Fax, Copier

NOTABLE MENTION

- Founder/CEO Act Out Not Up Productions 2005 – Produced 3 plays
- Founder/CEO Act Out Not Up LLC Established in 2007
- Co-speaker with honorable J.C. Watts Choose Life Program 2004
- Co-speaker with Bob “Butterbean” Love. Chicago Bulls Black History 2009
- Co-speaker with Mary Wilson of Diana Ross and the Supremes Black History 2010
- Developed Standard Operational Procedures (SOP).

From: jmartin@ocelpaso.org
Sent: Tuesday, December 5, 2023 9:15 AM
To: Hope Jackson
Subject: RE: First Draft of Memorandum of Agreement

Hope, I have been delayed in sitting down with our attorney. We are scheduled to meet this coming week, we will get it done.

John Wesley Martin
Deputy Director
Opportunity Center for the Homeless
P: [915-577-0069](tel:915-577-0069) ext. 272
C: [915-231-8882](tel:915-231-8882)
E: jmartin@ocelpaso.org

**Please note that I will be transitioning to a new email address.
The new email address is jmartin@ocelpaso.org. Please update your records accordingly.**

From: Hope Jackson <hope@theinstituteofhope.org>
Sent: Tuesday, December 5, 2023 4:18 AM
To: jmartin@ocelpaso.org
Subject: First Draft of Memorandum of Agreement
Importance: High

Good morning John,

I pray all is well with you.

Just a quick note to address the status of the subject document. If my recollection serves me right, pursuant to the productive discussion we had on October 31, 2023, you agreed to confer with counsel and provide the **subject document no later than December 1, 2023 and we would respond no later than December 15, 2023.**

This initiative is the catalyst for a shift in momentum toward a more transparent, collaborative and cohesive partnership between our organizations. In order for this to come to fruition the stakeholders must be accountable, responsible, and committed.

If, in your opinion, my recollection is inaccurate please clarify. If my recollection is correct; I'd greatly appreciate a status on when I will receive the document. If you've already emailed the document, please resend it because I never received it.

John, I believe you and I both want to see **positive change**. That said, we must be mindful that effective communication and transparency build trust. Therefore, the first step toward our desired outcome is the Memorandum of Agreement. We can't get yesterday back, but today is filled with endless possibilities. So, let's work **together** for the greater good!!

Time is of the essence, thanks in advance for your immediate attention to this urgent matter.

Blessings!

Hope

Sent from [Mail](#) for Windows