



# GOVERNANCE CHARTER

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## **OVERVIEW**

This governance charter establishes the duties to be carried out by the Family Solutions Collaborative (may be referred to herein as the FSC). The Family Solutions Collaborative is a membership Collaborative and includes representatives from organizations serving families experiencing homelessness, at-risk of homelessness or who were formerly homeless. The FSC covers all the cities, towns and unincorporated areas of Orange County, CA and as one of their functions, serves as the administrators of the Family Coordinated Entry System.

The Family Solutions Collaborative has established a governing board, which is the Executive Committee. The Executive Committee is the lead decision-making body responsible for the Family Solutions Collaborative. The FSC has a fiscal sponsor.

The Governance Charter outlines the composition, roles, and responsibilities of the FSC and its committee structure.

While this document serves to provide an overview of the Family Solutions Collaborative direction and responsibilities, we recognize no document could encapsulate the entirety of the Family Solutions Collaborative.

## **PURPOSE**

The FSC addresses critical issues related to family homelessness through a community-based process promoting the community-wide commitment to the goal of ending family homelessness in an equitable, coordinated and timely effort. The FSC is dedicated to a collaboration with diverse organizations that is inclusive of the needs of the family homeless population and subpopulations in the geographic area.

The Family Solutions Collaborative supports and engages in community planning, coordination and evaluation to ensure that the system of family homeless assistance and resources are used effectively and efficiently to rapidly end a family's housing crisis. This includes managing the Orange County Family Coordinated Entry System, managing the family Emergency and Transitional Shelter Bed Reservation System, administering funding, supporting Access Points through: technical assistance, training, coordination of resources, case-conferencing and data quality and assurance in HMIS; and supporting housing justice. The FSC will also share its data and analyses to inform the use of State, local, and private resources throughout Orange County.

This Charter was developed by the Family Solutions Collaborative and approved by vote of the FSC Membership.

## HISTORY

At the time of the development of this Charter, the Executive Director put forth a call to our Membership asking for participation in its development. Participants of the Review Committee were provided a copy of the DRAFT Charter and given a 30-day comment period. An explanation regarding the need and use of the DRAFT charter was also provided to the Charter Review Committee. Relevant comments and feedback from the Review Committee were incorporated into the Charter.

The Charter Review Committee was comprised of:

- Elizabeth Andrade, CEO, Family Assistance Ministries (FAM)
- Yvette Ahlstrom, Director of Housing, HomeAid, FSC Chair
- Nikki Buckstead, FSC Executive Director
- Mark Lee, CEO, WTLC (Women's Transitional Living Center)
- Justine Palmore, Executive Director, StandUp for Kids
- Maricela Rios-Faust, CEO, Human Options
- Deby Wolford, Director of Housing Services, Illumination Foundation

After the Comment Period ended, and relevant feedback was incorporated into the Charter, it went before the FSC Executive Committee for a vote to approve to send to the FSC Membership on October 22, 2021.

The FSC Membership was given 14 days to review and submit their vote of approval to be received no later than November 8, 2021. The majority plus one of received votes by that date shall constitute approval, or not, of the FSC Charter.

At the time of development of this Governance Charter, the FSC Executive Committee Members who also reviewed the document and provided feedback were:

- Elizabeth Andrade, CEO Family Assistance Ministries (FAM)
- Yvette Ahlstrom, VP of Operations, Illumination Foundation
- LaVal Brewer, CEO, South County Outreach
- Jessica Bruce, Chief Program Officer, City Net
- Nikki Bucktsead, Executive Director, Family Solutions Collaborative
- David Gillanders, Executive Director, Pathways of Hope
- Madelynn Hirneise, CEO, Families Forward
- Patti Long, Chief Operating Officer, Mercy House
- Judith Rose, Chief Program Officer, Human Options
- Jack Toan, Chief Operating Officer, Illumination Foundation
- Jean Wegener (in-abstentia), CEO, Serving People in Need (SPIN)
- Lisa Wood, CEO, Casa Teresa

## Part I. Responsibilities of the Family Solutions Collaborative

### A. Membership

#### 1. Membership

The Family Solutions Collaborative is made up of the leading homeless family service organizations in Orange County, CA who meet the following criteria:

- Agency has a primary goal to serve literally homeless families or families at-risk of homelessness in Orange County, CA with children ages 0-17, including pregnant women, or re-unifying with minor-aged children.
- Agency must be committed to a Housing First model. (Review the US Interagency Council on Homelessness checklist [HERE](#)) and this models it is reflected in their programs and services and policies and procedures.
- Agency must operate at least one of the following programs: Homeless prevention, Rapid Rehousing, Outreach Programs, Permanent and Supportive Housing, Housing Vouchers, Emergency Shelter or Transitional Housing.
- Agency is committed to using client-centered Diversion strategies, and this is reflected in their programs and services.
- Agency is committed to providing Trauma Informed services, to include ongoing training to staff and is reflected in the agency services, policies and procedures. (Review the US Interagency Council on Homelessness best-practice guide on Trauma-Informed services [HERE](#))
- Agency is committed to non-discrimination in the provision of services and will accept families and their family members regardless of race, religion or lack thereof, sexual orientation, gender identity, age, physical disability, marital status and is reflected in ongoing training to staff and in the agency policies and procedures.
- If agency is a housing provider, agency shall share housing their opportunities with the Coordinated Entry System and participate in the Family Coordinated Entry System.
- Agency must be a non-profit 501(c) 3 organization.
- Agency participates in the Coordinated Entry System and the Homeless Management Information System (HMIS). Domestic Violence/Victim Service organizations are exempt from the HMIS requirement but shall be amenable to working with an FSC Access Point to provide de-identified data of DV families participating in FCES, to show outcomes and impact. DV/VS providers will work collectively towards integrating client data into HMIS. DV/VS Providers are excluded from the Bed Reservation System.
- Members are expected to attend FSC Member meetings (no more than quarterly).
- Active membership requires attendance at least 75% of membership meetings by the Executive Director and/or a designee with decision-making authority.
- Members will be asked to participate in and contribute to county-wide FSC projects.

- The members commit to communicate with their constituencies in support of the collective vision and work of the Family Solutions Collaborative.

## 2. Regular Meetings

- The Family Solutions Collaborative may hold bi-annual meetings for the Executive and Directors of the FSC membership agencies with published agendas; and
- The Family Solutions Collaborative may hold bi-annual public meetings of the Family Solutions Collaborative with published agendas for Partners, Stakeholders and the community At-Large.
- Appoint standing committees, sub-committees and ad-hoc committees as needed.

## 3. Governance

The FSC Executive Committee shall follow and review annually, the FSC Governance Charter. Should changes or updates to the Charter need to occur, the updated Governance Charter may be presented to the FSC Membership for review and vote as needed.

### **Voting by the Membership**

Members of the FSC will be allowed one vote per agency on all items that require a vote. The majority vote shall prevail.

## **B. Family Coordinated Entry System and roles working in the Family System of Care**

### 1. Family Coordinated Entry System

The Family Coordinated Entry System is intended to increase the efficiency of local crisis response, improve fairness, ease access to resources, and prioritize families who are most in need of assistance.

Responsibilities include:

- Establish, operate and monitor the Family Coordinated Entry System (FCES) that provides an initial, comprehensive assessment of the needs of families for housing and services and complies with any requirements established by HUD and our local Office of Care Coordination.
- Develop internal specific policies to guide the operations of the Family Coordinated Entry System on how its system will 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. This policy must comply with any requirements established by HUD, CoC and Funders.

The Family Solutions Collaborative is the administrators of the Family Coordinated Entry System for Orange County.

## 2. Systems Approach

Using a data-driven and evaluative approach, develop a plan that coordinates the implementation of a coordinated, equitable and timely system in the three Service Planning Areas that meets the needs of families experiencing homelessness. At minimum, such system includes:

- Outreach, engagement, and assessment; (as capacity allows by FSC staff)
- Shelter, housing, and supportive services; and
- Prevention and Diversion strategies

## 3. Point-In-Time Count

In coordination with the County of Orange and City Net, plans for and participates in the Point-In-Time Count (PIT) of homeless families in Orange County that meets HUD requirements, including an annual count of families living in emergency shelters and transitional housing projects and families who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans (i.e., unsheltered persons)

## 4. Data and Reports

Provide regular and ongoing data to help identify gaps of services for families in the community, as well as review of ongoing data and best-practices to advocate for quality programming and services for families in Orange County.

## 5. Shared Family Shelter Guidelines

In January of 2020, the FSC published the Shared Family Shelter Guidelines, as a result of an in-depth evaluation of family shelters (Emergency and Transitional) in Orange County. This endeavor was supported by First 5 Children and Families Commission. This Guide was prepared through a multi-agency collaborative process convened by the Family Solutions Collaborative.

## Purpose of Family Shelter Guidelines

This document provides shared guidelines, policies and practices that apply to *all* participating family-serving shelters in Orange County, CA. It covers shared guiding principles, areas of common approach and intended family experience while in shelter, and the way that shelter is connected to the rest of the family crisis response system. The purpose of adopting these shared guidelines was to ensure that regardless of which participating shelter a family is referred to, they have a similar low-barrier entry experience, clear expectations for what support they will receive and what is expected of them, and an opportunity to achieve similar outcomes.

The Shared Guiding Principles include:

- Rapid Reentry
- Low Barrier Access
- Housing First
- Exit to Permanent Housing
- Trauma-Informed Care
- Best-Practice Informed and Adaptive
- Client-Centered Programming

Annual Peer Reviews occur with the Shelter to review the outcomes set forth in the Guidelines and to share opportunities and challenges with each other.

The Family Shelters that have committed to these Guidelines and serve as the FSC Family Shelters are:

Casa Teresa  
Emergency Maternity Shelter

Family Assistance Ministries  
Gilchrist House  
FAMily House  
Aliso Viejo Condominium Transitional Housing

Homeless Intervention Services OC (HIS OC)  
HIS OC Transitional  
HIS House Emergency Shelter

Illumination Foundation  
Plumeria House  
Therriault House  
Murphy House

HomeAid operated by Mercy House  
Family Care Center



Pathways of Hope  
Via Esperanza  
New Vista

To request a copy of the Family Solutions Collaborative Shared Family Shelter Guidelines, please email [info@oc-fsc.org](mailto:info@oc-fsc.org)

Interested Shelters are required to be an FSC Member of at least one six (6) months, complete an application to include a copy of the Shelter Policies and Procedures and have a site visit by FSC staff. Shelter applications are reviewed and approved by FSC Staff. If a Shelter is not approved, a formal letter can be submitted to the FSC Executive Committee for review. The FSC Executive Committee has 30 days to respond from the date of the receipt of the letter.

## 6. Bed Reservation System

The Family Solutions Collaborative manages the Bed Reservation System for participating and eligible FSC Shelters, and has been operational since 2019. The Bed Reservation System is for participating FSC eligible member agencies. And is a system by which families interested in waiting for Shelter are connected to available shelter openings quickly and efficiently by their Access Point.

Access Points will indicate that a family they are working with is interested in shelter by entering in that request into the FSC HMIS Project for the Bed Reservation System. The FSC is sent a daily report of the available shelter openings and has access to the families in need of shelter through the HMIS dashboard.

The FSC will match a family based off the shelter's eligibility requirements and prioritization standards.

Once the family is matched, the shelter provider contacts the family to schedule an intake into their shelter. The shelter Provider will then receive a warm hand-off from the Access Point previously assigned to the family and will take over as the family's lead as they navigate through FCES.

In order for Shelters to participate in the Bed Reservation System, they must apply to be an FSC Shelter. (see details above)

## 7. Diversion Expansion through the Family System

Diversion (also known as Problem-Solving or Rapid Resolution) is a short to long term housing intervention that seeks to assist participants to identify an immediate and safe housing alternative within their own network of family, friends and social supports or support into a housing opportunity.

By working alongside families facing a housing crisis in an empowering manner, Diversion can assist them at the very beginning of their housing crisis, or shortly after thereafter. Diversion ensures that those households who do not have alternative housing options are quickly connected to existing emergency or crisis housing services to ensure their immediate health and safety needs are met.

The Family Solutions Collaborative, with support from First 5 Children and Families Commission of Orange County, has developed a comprehensive, systems-wide approach to support and enhance the family homeless response system meant for capacity building and sustainability.

The nine FSC Access Points are participating this systems-wide project.

## 8. Technical Assistance and Training

The Family Solutions Collaborative shall provide a variety of technical assistance and training to the membership, open and closed Access Points, Shelters and Domestic Violence / Victim Services member agencies.

These may include one-on-one, group and professional trainings as well as knowledge-based articles and recorded trainings related to building staff capacity and enhancing the family homeless response system.

## 9. Performance Targets, Monitoring and Outcomes Evaluation

- With feedback from the Data and Compliance Committee, establish performance measure of the work and projects of the FSC;
- In coordination with the Data and Compliance and Marketing and Messaging Committee, the FSC may publish those findings in a public-facing report;
- When administering funding opportunities, ensure recipients and sub-recipients, establish performance targets appropriate for population and program type, in accordance with the Scope of Work, deliverables and Grant funding;
- When administering funding opportunities, FSC shall monitor recipient and sub-recipient performance, evaluate outcomes, and provide feedback and performance improvement plans, in accordance with the Scope of Work, deliverables and Grant funding.
- When available and applicable, provide comparative data;
- As required by funding opportunities, evaluate outcomes of projects and share findings with FSC Membership.

## 10. New projects

From time to time, the FSC may undertake new projects to help inform and impact the family homeless response system by building system-wide, comprehensive projects, utilizing innovative and best-practice approaches.

### C. HMIS Data and Technical Assistance

The Family Solutions Collaborative is committed to making data informed decisions and ensuring quality improvement and quality assurance. We shall work to ensure that our HMIS Projects are accurate and follow the guidelines set forth by HUD and our Continuum of Care. We may:

1. Review and ensure data quality plans for HMIS and reporting;
2. Promote consistent participation of Members in HMIS; and
3. Ensure HMIS is in compliance with reporting requirements.

Data can be used to help review performance, identify gaps and advocate for system level change. System performance goals are set by and reviewed by the funder and the FSC.

### D. Preparing Applications for Funds

From time to time, the FSC may obtain and secure funding to support the work of the Family Solutions Collaborative, FSC Shelters and Members providing direct family services such as homeless prevention, diversion strategies, housing opportunities and other types of services. In those instances, the FSC may:

1. Design, operate, and follow a collaborative process for development of applications for funding for eligible Members;
2. In coordination with the funder, establish priorities for funding projects to ensure those projects are in alignment with Collaborative.

## Part II. Family Solutions Collaborative Membership

### A. Composition

The Family Solutions Collaborative shall include a diverse body of Member agencies from throughout the entire geographic area of Orange County to ensure a community-wide commitment to preventing, diverting and ending family homelessness. Membership representation may include, but is not limited to, nonprofit family homeless services Providers, victim service Providers, Transitional Aged Youth (TAY) Providers and homeless Veteran service Providers. The intent is for the FSC to be as inclusive as possible to reflect the opinions and insights of various Members while ensuring membership requirements are met.

Membership voting:

Each Member agency is allotted one vote per organization for matters which require a vote.

**B. Membership Application**

The FSC invites new, eligible Members to join via electronic application on an ongoing basis. The invitation is an open-invitation and communicated primarily through the FSC website.

To become and remain a member of the FSC, the organization must meet the Membership requirements, submit an application, attend meetings and engage in supportive ways with the community-wide effort to end prevent, divert and end family homelessness. Membership Requirements are listed in Part 1 Section A.

For further information regarding membership, interested agencies should email their request to [info@oc-fsc.org](mailto:info@oc-fsc.org). The FSC will conduct an informational session with the interested agency to determine eligibility and interest.

**Membership Approval Process:**

1. The Executive Director and Family CES Programs Manager will review the application to ensure they meet the criteria. If the agency meets the criteria listed in numbers 1-4 above, then;
2. Unless already done, the FSC Executive Director shall schedule a meeting with agency leadership to review and discuss membership, an overview of the FSC, requirements and the MOU that is required for each member agency to sign and adhere to.
3. If the agency meets the criteria and after the FSC Orientation, the agency is agreement with the expectations of the MOU, then:
4. The Executive Director shall submit the application to the FSC Executive Committee for approval within two months of submission.
5. The FSC Executive Committee shall review the application and vote to approve, or not.
6. Communication regarding the decision may be provided to the applicant agency within seven (7) business days. If the member agency is not approved, the FSC Executive Director shall follow up with the agency to indicate why.
7. Agencies not approved may submit a formal letter to the FSC Executive Committee requesting a meeting to discuss why the application was not approved.

Agencies not approved may re-apply after a period of six (6) months.

All applications shall be kept on file for five (5) years.

### C. Access Points

Access Points are also FSC Members and are geographically diverse “front doors” into the family homeless system. The FSC has identified nine (9) Access Points in Orange County, three (3) in each Service Planning Area region.

Access Points may be added if and when a need arises for additional support for the System, as determined by the FSC. (To request full details on Access Point requirements, please send your request to: [info@oc-fsc.org](mailto:info@oc-fsc.org))

The Goals and Requirements of Access Points are (please note, this list is not exhaustive):

1. Improve the speed, accuracy and consistency of screening, targeting and intake to reduce the average length of time a family experiences homelessness.
2. Enhance Orange County's family homeless-serving system's ability to utilize resources efficiently and without duplication of services.
3. Commit to utilizing the Diversion First, Progressive Engagement Approach when working with families.
4. Assess the level of family needs in a consistent manner to include the use of the following tools:
  - a) Use of the VI-SPDAT, or CoC approved Assessment Tool for each family served by the Access Point
  - b) Family Access Point Manual, and
  - c) Family Service Navigator Manual
  - d) Diversion Guidebook for Access Points
5. Support and enhance Orange County's family homeless-serving system and advance systems changes with data-driven, best practices.
6. Commitment to the Collective Impact Model which emphasizes the importance of bringing together a variety of stakeholders to tackle complex issues often so deeply rooted in communities that no single policy, government department, organization, or program can independently solve. Commit to “collaboration over competition”.

7. Ensure programs and community response to family homeless needs are best-practice and data-driven and reflect the needs of community.
8. Improve collaboration and communication between Orange County Systems of Care, Providers, community and Stakeholders.
9. If Access Points are unable to perform their function, are not engaged in a collaborative manner or have performance issues, the FSC shall provide additional training, technical assistance and support. An Access Point who continues to not function within the system, may be terminated.

Access Points sign a detailed Memorandum of Understanding (MOU) with the Family Solutions Collaborative to commit the above as well:

- Identify (at least) one committed Family Service Navigator to work with the FSC system.
- The identified Family Service Navigator shall be committed to attend the following:
  - Weekly Housing Placement Match Meetings;
  - Monthly Access Point Network Meetings; and
  - Additional trainings and meetings as identified related to the Collaborative

Access Points are required to abide by the Diversity and Inclusion policy set forth in the Memorandum of Understanding.

For a full copy of the Memorandum of Understanding between the Access Point and the Family Solutions Collaborative, submit a written request to [info@oc-fsc.org](mailto:info@oc-fsc.org)

### **Family Solutions Collaborative Open Access Points:**

#### North Service Planning Area:

Homeless Intervention Services OC (HIS OC)  
Illumination Foundation  
Pathways of Hope

#### Central Service Planning Area:

Colette's Children's Home

Families Forward  
Serving People in Need (SPIN)

South Service Planning Area:

Family Assistance Ministries (FAM)  
Families Forward  
South County Outreach (SCO)

**Family Solutions Collaborative Closed Access Points:**

Closed Access Points are member agencies who serve a specific family population. Closed Access Points are also required to adhere to the above expectations and requirements.

Closed Access Points may be added when the FSC determines there is a need or a gap the agency can fill and if the FSC staff has the capacity to add an additional closed Access Point.

Closed Access Points are required to be an active Member in good standing for a minimum of six (6) months.

**Family Solutions Collaborative Closed Access Points:**

Casa Teresa (Pregnant women)  
City of Huntington Beach Homeless Task Force (city specific)  
City Net (Street outreach)  
Mercy House (FCC Family Emergency Shelter)  
StandUp for Kids (Transitional Aged Youth)

Should a member be interested in becoming either an open or closed Access Point, they should send their request in writing to [info@oc-fsc.org](mailto:info@oc-fsc.org)

**Access Point Approval Process:**

An Access Point (open or closed) may be added when and if the need arises to add an additional Access Point and if it is determined that the Family Solutions Collaborative has the capacity and resources to support an additional Access Point.

Along with the process below, a review of the data and Family System capacity by the FSC, staff shall review to determine if an additional Access Point is needed. If after a comprehensive review it is determined that an additional Access Point is needed and if the FSC staff has the capacity to support a new Access Point, the

following process shall take place:

1. Information regarding the interest of adding a new Access Point shall be provided to eligible FSC Member agencies and will outline the need, requirements, scope and responsibility of an Access Point and will be sent to the Executives of those eligible member agencies.
2. Eligible member agencies will have 30 days to respond to the application in order to be considered.
3. The Executive Director and Family CES Programs Manager will review the application to ensure they meet the criteria. If the agency meets the criteria listed in numbers 1-4 above, then;
4. Unless already done, the FSC Executive Director shall schedule a meeting with the agency leaders to review and discuss membership, an overview of the FSC, requirements and the MOU that is required for each member agency to sign and adhere to.
5. If the agency meets the criteria and after the FSC Orientation, the agency is agreement with the expectations of the MOU, then:
6. The Executive Director shall submit the application to the FSC Executive Committee for approval within two months of submission.
7. Should the FSC Executive Committee approve the application of the new member, the FSC Executive Director shall inform the new member agency and schedule a follow-up orientation with FSC staff and the new agency staff, obtain the agency logo and update all marketing collateral (flyers, website, logos, etc), and ensures a formal announcement via the FSC website and newsletter.
8. Should the FSC Executive Committee not approve the application, a formal written letter as to the reasons why shall be provided within 30-days of formal review of the application, from the FSC Chair and Executive Director. The agency has the right to file a formal appeals letter to the FSC Executive Committee within 60 days of receipt of the non-approval letter. The letter will be presented to the FSC Executive Committee for review and re-vote. This vote and if not approved, the agency is invited to re-apply after a one-year period.

#### **D. Domestic Violence/Victim Service Providers Integration**

Following the best practices of HUD and their guidance on the integration of Domestic Violence / Victim Service Providers into the Coordinated Entry System, the FSC developed the Domestic Violence Integration process in April of 2021.

Per HUD's best-practice: *"It is critical that these providers be included as full*



*partners in the community's coordinated entry process. This will ensure that regardless of where an individual or family presents for assistance, they will be able to access housing and services tailored to their unique circumstances and needs."*

### [Coordinated Entry and Victim Service Providers FAQ \(HUD Exchange\)](#)

Domestic Violence Providers who are members of the Family Solutions Collaborative are included as full members into the Family Coordinated Entry System.

Four FSC Access Points were identified to work to support the and Domestic Violence / Victim Service Providers in the coordination of families being able to access services through the Family Coordinated Entry System, while ensuring family privacy and confidentiality.

The integration, relationship, roles and responsibilities, are all outlined in a detailed Memorandum of Understanding, which was agreed up by the Domestic Violence Providers and Access Points working to support them. The Family Solutions Collaborative. All parties are required to sign and the MOU is reviewed on an annual basis for updates to best-practices and compliance.

### **Family Solutions Collaborative Domestic Violence / Victim Service Provider Member agencies are:**

Human Options  
Interval House  
Laura's House  
WTLC, Inc.

## **Part III. Family Solutions Collaborative Executive Committee**

### **A. Composition**

The FSC may have eleven (11) Executive Committee seats and no less than nine (9), which includes the Executive Director who serves as Ex-Officio on each Committee. Executive Committee Members shall be representative of relevant and diverse organizations, locations in Orange County and projects serving families at-risk of or are literally homeless and family subpopulations (DV, TAY, Veteran's). Executive Committee Members must meet the following eligibility:

- Must hold an Executive level position at the member agency, ***with authority to make decisions on behalf of their organization***
- Commit to and support the Leadership Vision of the Family Solutions Collaborative

- Commit to a three-year term as an Executive Committee member
- Commit to “collaboration over competition” with the Family Solutions Collaborative
- Attend onboarding sessions with Executive Director, FSC staff and Executive Committee Members
- Be a current active Member agency, in good standing (review MOU)
- Attend monthly FSC Executive Committee Meetings (1.5 – 2.0 hours in length) with no more than three absences in a one-year period
- Participate in at least one FSC Committee:
  - Data and Compliance
  - Marketing and Messaging
  - Human Resources
  - Governance
  - Fiscal
- As requested, attend and support meetings with Members, Funders and Stakeholders
- Support the collective impact model when working with and representing the FSC
- Embed FSC Member logo onto their email signature line and website

## **B. FSC Executive Committee Member Appointment**

The FSC will issue a public call for Executive Committee Members annually. Applications shall be provided to interested parties at that time. Interested, eligible individuals can nominate themselves or be nominated. The public call will ask for information about the candidate’s relevant experience, knowledge and experience with the FSC and homelessness in the community and may request a letter of recommendation.

Applications will be reviewed by the FSC the Governance Committee and qualified applicants will be recommended as the slate of candidates to the FSC Executive Committee for approval. Applicants must be employed with a member agency who has been in good standing for a minimum of one (1) year.

The selection process will consider basic candidate qualifications and experience and strive to ensure, to the greatest extent possible, a balanced representation

of diverse family homeless service provider subpopulations and a variety of services and solutions (shelter, transitional, rapid re-housing, permanent supportive housing, and supportive services) representing the three Service Planning Areas in the region. Candidates shall have full authority at their agency in decision making matters. Full details of qualifications are provided in the application.

The approved slate of candidates shall be presented for a vote to the FSC Membership, with a seven day period to vote. Agencies who have representatives as part of the slate of candidates will not be eligible to vote.

The majority of the received votes will constitute an approval, or not, of the slate of candidates.

In the event of a vacancy due to resignation or removal, the FSC Executive Committee may appoint qualified persons to fill the vacated position. An Executive Committee member that is removed pursuant to this Charter shall not be eligible for review of an FSC Executive Member application submission for at least two (2) years after removal.

Call for candidates may occur in March of each year, with the slate of candidates to be presented to the Membership in April of each year for a vote. Announcement of new FSC Executive may be made in June of each year.

### **C. Terms**

The standard term of an FSC Executive Committee member shall be three (3) years. Members may renew their terms up to two (2) times, for a maximum duration of service of six (6) consecutive years. Election of the Executive Committee Members shall be staggered to ensure continuity.

Terms shall be based upon the FSCs annual year of July 1 through June 30. Members who begin their first term mid-year shall be assigned a first-term end date of the July of the second year following the month in which they joined the Executive Committee.

A past Executive Committee member, after one year, may re-submit an application to participate on the Executive Committee and proceed through the above process.

### **D. Executive Committee Chairs**

The Executive Committee shall be made up of Chair, Vice Chair, Fiscal Chair and Secretary.

The Governance Committee will be responsible for soliciting nominations for

officer candidates from among the current FSC Committee Members. Recommended candidates for Chair positions shall be included in the slate of candidates as a part of the annual election of Executive Committee Members recommended to the FSC Executive Committee. The term of office will be one (1) year or until a replacement is elected.

Executive Committee Members are responsible for the professional functioning of the FSC and its committees, including recommending committee chairs, overseeing committee work plans and progress, and coordinating with the Committees. Duties carried out with support of the FSC Executive Director and FSC Staff:

- In tandem with the FSC Executive Director, the Chair shall be responsible for scheduling meetings, including bi-annual full membership meeting and emergency meetings; setting meeting agendas; and co-chairing membership meetings.
- In tandem with the FSC Executive Director, the Vice Chair shall be responsible for chairing FSC meetings when the Chair is unavailable or has recused him/herself and for carrying out other duties to support the Chair.
- In tandem with the FSC Executive Director, the Secretary of the FSC shall be responsible for ensuring meeting notices, working with the Governance Committee on membership, reviewing meeting minutes, ensuring the election of Executive Committee Members, FSC Committee Chairs and FSC Members, and for carrying out other duties to support the Chair.

The Executive Committee may also have:

- Governance Chair
- Data and Compliance Chair
- Marketing and Messaging Chair
- Human Resources Chair

### **Voting to approve new FSC Executive Committee Members:**

FSC Executive Committee Chairs may nominate themselves or be nominated. A nomination application shall be provided to those interested.

The recommended slate of candidates as determined by the Governance Committee shall be forwarded to the FSC Executive Committee for approval. The approved slate of candidates shall be presented to the FSC Membership for a vote to approve, or not approve. Each membership agency shall be allowed one vote. Agencies who have a representative on the slate of candidates will not be eligible to vote.

The FSC Governance Committee shall provide the slate of candidates annually, March of each year, to the FSC Membership, to vote for approval.

Leadership at the Member agencies will have two (2) weeks to vote, using an online survey format.

In April of each year, the FSC Executive Committee shall approve and announce the approved slate of Candidates.

#### FSC Executive Committee Chairs:

The Chairs of Committee Chairs are voted and approved by the FSC Executive Committee Members.

All FSC Chair positions shall hold the position for one-year. In March of each year, FSC Executive Committee shall put a call out to Executive Committee Members for interest for FSC Chair positions.

Executive Committee Members shall indicate their interest in Chair positions prior to the March meeting and the Executive Director shall bring the slate of Candidates before the Committee. A vote will be required to approve the FSC Chair and all Chair positions.

Should multiple interests arise, the party with the most votes shall proceed as Chair. Candidates must abstain from voting.

Candidates will be excused from the voting process. A record of the vote shall be retained by the Secretary.

## **E. FSC Executive Member Responsibilities**

### 1. Participation

Executive Members are responsible for carrying out FSC responsibilities as outlined in Part I and consistent with this charter. FSC Executive Members demonstrate their commitment by regularly attending FSC Executive Meetings and participating on at least one committee. The FSC Executive Committee Member shall serve without compensation, but some Executive Committee Members may be provided a stipend to support their participation when they would not otherwise be able to participate.

### 2. Code of Conduct

The FSC will be conducted in a manner that reflects the highest standards and in accordance with federal, state, and local laws and regulations. The Family Solutions Collaborative Members will act in accordance with and maintain the

highest standards of professional integrity, impartiality, diligence, creativity and productivity. FSC Executive Committee Members shall not derive a personal or professional profit or gain, directly or indirectly, due to participation with the FSC Executive Committee.

However, FSC Executive Committee member agencies may receive funding through the FSC, holding the same eligibility requirements and standards for participation.

For the full Code of Conduct document, please send an email request to [info@oc-fsc.org](mailto:info@oc-fsc.org)

### 3. Conflict of Interest and Recusal

FSC Executive Members shall identify actual or perceived conflicts of interest as they arise with Board business items. This includes matters that have a direct financial bearing on the individual or organization that the member is employed by or represents, including all decisions with respect to funding, awarding contracts, and implementing corrective actions.

FSC Executive Members with a conflict of interest shall recuse themselves from voting on any issue in which they may have a conflict but may comment on the item.

### 4. Removal of an Executive Committee Member

The seat of any FSC Executive Committee member who is absent without good cause for three (3) consecutive FSC Executive Committee meetings may be declared vacant by a majority vote of the remaining FSC Executive Committee Members in attendance where a quorum is present. Good cause for failure to attend meetings includes, but is not limited to, illness or death of a family member. An alternate may be chosen when/if extenuating situations arise (illness, maternity leave, sabbatical) but may not exceed three (3) months. The alternate must have authority at their organization, but is however, exempt from voting at the FSC Executive Committee level.

The FSC Executive Committee may also recommend the removal of a board member for just cause by a two-thirds (2/3) vote of the FSC Executive Committee Members in attendance at a meeting where a quorum is present. Just cause for removal includes, but is not limited to, failure to disclose a conflict of interest and intractable disruptive behavior or demeanor.

FSC Executive Committee Member may motion for removal of another member by providing written notice to the Chair of the FSC Executive Committee specifying reasons for removal. The item so noticed must be placed on the agenda for the next FSC Executive Committee meeting.

A full Charter for the Executive Committee shall also be established, and shall be developed for all FSC Executive Committees.

#### 5. Code of Conduct of Executive Committee Members

A Code of Conduct Manual is provided to each Executive Committee member and is required to be signed. The manual covers the FSC Values, leadership, authority and responsibility, conflict of interest and communication.

For a full copy of the FSC Executive Committee Code of Conduct, please send an email with the request to: [info@oc-fsc.org](mailto:info@oc-fsc.org)

### **Part IV. Family Solution Collaborative Meetings and Committee Structure**

#### **A. FSC Membership Meetings**

The full membership of the FSC Members may meet at least bi-annually at the At-Large Meeting. These meetings may include information related the FSC At-Large, provide up-to-date, relevant information from partners and Members, discuss advocacy issues related to the family system and discuss and promote data driven decision making and best-practices.

Notices of the At-Large meeting may be emailed out 30 days in advance of the meeting date. A meeting Agenda may be emailed out seven (7) days prior to the At-Large Meeting.

Attendance and meeting notes, along with additional materials that may be presented at the meeting, shall be emailed out no later 14 days after the At-Large Meeting.

The FSC Secretary shall retain attendance records.

Attendees of these meetings are limited to the CEO/Executive Director or CPO, COO, Directors of the Member organizations.

#### **B. FSC Executive Committee**

##### 1. Meeting schedule

The FSC Executive Committee may meet monthly throughout the calendar year and may meet more often as necessary to carry out its responsibilities.

Special meetings may be called at any time by the FSC Chair or upon request to the Chair by five or more Executive Committee Members. Special meetings may be conducted in-person, by telephone or via computer.

Executive Committee meetings are closed meetings, unless otherwise announced.

## 2. Quorum

A simple majority of the voting Members constitutes a quorum of the FSC Executive Committee. If 51 percent (51%) of the Executive Committee is not in attendance at a meeting, no votes may take place during the meeting.

## 3. Attendance

In order to ensure the ongoing, effective work of the FSC, Executive Committee Members are allowed up to three absences per year of the monthly scheduled Executive Committee meetings. (July 1 – June 30)

## 4. Decision Making

Each Executive Committee Members has one vote, including the Executive Director who serves as an Ex-Officio on each Committee. New Executive Committee Members must have attended at least one meeting before being eligible to vote. Members with a conflict of interest shall recuse themselves and abstain from voting on the conflicted action item.

The act of the majority of the FSC Executive Committee Members entitled to vote at which a quorum is present shall be an act of the FSC Executive Committee. No official business may be transacted without a quorum.

Voting shall be a "by-name" call and recorded accordingly. Those FSC Executive Committee Members with a conflict of interest shall abstain from voting. Abstentions shall be recorded as part of the vote.

## 5. Alternates and Leave of Absence

Executive Committee Members shall identify an Alternate attendee should the primary Executive Committee Member need to take an extended leave for a sabbatical, maternity or illness.

The alternate shall serve no less than three months and no more than six months.

The Alternate shall have decision making authority at the Members agency but will not be allowed to vote at the Executive Committee meetings.

The FSC Fiscal Sponsor Alternate shall have voting rights at the Executive



Committee meetings.

## 6. Meeting Minutes

Minutes of all meetings of the FSC Executive Committee shall be distributed via e-mail to FSC Executive Members and posted on the FSC website member portal within two weeks of the meeting.

Notices of FSC membership meetings and agendas shall be distributed via e-mail to Members and posted on the member portal and/or the FSC Website.

Meeting notices and agendas for the bi-annual meetings of the membership of the FSC meetings shall be distributed no less than 7 (seven) days prior to the scheduled meeting.

## **Part V. Family Solutions Collaborative Committee Structure**

### **A. Types of Committees**

The FSC will carry out its work through its Standing Committees, Ad-Hoc Committees, Sub-Committees, FSC staff and Member agencies. The FSC Committees may suggest policy, funding or other recommendations to the Executive Committee for consideration and official action. Committees will be staffed by an FSC Staff member.

- Standing Committees. Standing committees are identified in Part VI-B of the Governance Charter and ensure that the core functions of the FSC are implemented. Standing committees shall be reviewed as part of the annual review of the Governance Charter and changes shall be subject to FSC Executive Committee approval. Standing committees may organize their work through informal work groups, ad-hocs or subcommittees. Charters for each Committee shall be reviewed by the Governance Committee and approved by the Executive Committee. Charters shall be reviewed annually in July of each year.
- Ad Hoc Committees. Ad-Hoc Committees may convene as needed for project specific scopes of work for a limited time.

### **B. FSC Executive Committee Chairs and Terms**

#### 1. FSC Executive Committee Chairs

The Executive Committee will recommend committee chairs or co-chairs

to the FSC Committees. The FSC Executive Committee chairs will be appointed for one-year terms. Either the chair or co-chair of Standing Committees must be a FSC Executive Committee Member.

In tandem with the Executive Director, the FSC Committee chairs or co-chairs shall be responsible for the following:

- Developing with committee Members an annual work plan that identifies work products, staff and committee member roles and responsibilities and timelines;
- Soliciting stakeholder feedback, including the voice of lived experience and reflecting it in recommendations;
- Making recommendations to the Executive Committee;
- Scheduling meetings and posting an annual meeting calendar;
- Providing written agendas in advance to committee Members;
- Providing regular written or oral reports, as requested, to the FSC Executive Committee.

## 2. Committee Terms

Appointed Chair terms are one-year. Committee Members shall be made up of the Members agencies.

Voting Members must follow the code of conduct, conflict of interest and recusal requirements outlined in Part IV.

## **C. Procedures**

Committee meetings will generally follow the procedures for open meetings in Part IV consistent with the following:

- Committee chairs shall determine how often they will meet in order to achieve their work plan goals.
- Committee chairs will make agendas available to Members 24 hours in advance and meeting summaries within two weeks of the meeting.

## **Part VI. Family Solutions Collaborative Standing Committees**

The following Standing Committees are intended to ensure that the core responsibilities of the FSC are carried out efficiently and effectively to meet its mission. Each sub-committee shall develop its own Charter and shall be approved by the FSC Executive Committee.

## **A. Executive Committee**

The Executive Committee is comprised of the 10 (ten) Executive Committee Members and the FSC Executive Director. Executive Committee Members are to carry out the responsibilities as described in Section III.D.

## **B. Governance Committee**

The Governance Committee is responsible for ongoing evaluation of the FSC Structure and operations, including:

- Annual review of the governance charter and making recommendations for changes to the FSC Executive Committee;
- Overseeing the FSC Executive Committee member appointment process, including reviewing applications and nominating candidates to the FSC Executive Committee;
- In coordination with the Finance Committee, reviewing the annual budget and year-end reconciliation of the FSC.

## **C. Data and Compliance Committee**

With assistance from the FSC Staff, the Data and Compliance Committee is responsible for carrying out responsibilities of Part II. C. The Data and Compliance Committee shall be chaired by an FSC Executive Committee Member and any person representing our membership may join.

- Reviewing project reports to ensure compliance and accuracy;
- Ensuring accurate, timely and comprehensive data is available to inform FSC activities;
- Reviewing and recommending changes to the Family Coordinated Entry System and data quality plans;
- Developing and regularly reviewing data and compliance policies and procedures materials;
- Mapping how the homeless system of services functions, including the FSC and Stakeholders;
- Participating in the annual Housing Inventory Count;
- Identify gaps analysis and present to Stakeholders;
- Evaluating system-level performance using HMIS measures;
- Recommending strategies and actions to improve overall functioning of the family homeless system.

## **D. Finance Committee**

In conjunction with the Fiscal Sponsor and FSC Executive Director, the Finance Committee shall meet monthly to review the FSC finances and funding

allocation. Only FSC Executive Committee Members shall be Members of the Finance Committee and a Chair shall be appointed. The Chair of this Committee shall provide monthly report outs to the FSC Executive Committee and at the annual membership meeting.

#### **E. Human Resources Committee**

The HR Committee is responsible for the ongoing support, feedback and annual performance review of the Executive Director. Only FSC Executive Committee Members shall be Members of this Committee. A Chair shall be appointed. As needed, and with the Executive Director and Finance Committee, the HR Committee shall send approvals to the Executive Committee to approve any new positions added to the FSC staff.

#### **F. Marketing and Messaging Committee**

The Marketing and Messaging Committee ensures appropriate marketing collateral and forward-facing reports and documents are presented.

#### **G. Other FSC Meetings**

The FSC may hold other regular meetings, including the Access Point Network Meetings, Shelter Network Meetings, funder required meetings and others as needed. However, these are not Committee meetings and as such are not included in this document.

When and if new Committee's are formed on behalf of the FSC, they shall be updated in this document.

During the development of this Charter, the above Committees do not have completed Charters, as the priority was to develop the FSC Charter. To obtain copies of Committee Charters in the future, please email your request to [info@oc-fsc.org](mailto:info@oc-fsc.org)

### **PART VII. Fiscal Sponsorship**

The FSC has a fiscal sponsor, Families Forward. A fiscal sponsor receives, disperses and accounts for grant funds and provides administrative and Human Resource functions on behalf of the Family Solutions Collaborative. While the FSC is responsible for the management of funds and program execution, Families Forward assumes the accounting and financial reporting responsibility of grant funds. As such, they receive grant payments on behalf of, and disburse funds to the FSC, and record and document grant-related transactions according to appropriate accounting principles.

At the time of the development of this Charter, the FSC is looking for a neutral and non-FSC member fiscal sponsor, with the goal of identifying and moving towards a new fiscal sponsor by June 30, 2022.

## REVISION HISTORY

Document shall be reviewed annually for edits and updates and/or as needed.

Reflected changes shall be indicated below.

Revision	Date	Description of changes	Reviewed by	Approved by FSC Membership:
	11/8/2021	Initial Release	FSC Review Committee and FSC Executive Committee	<p><b>Yes:</b>            South County Outreach            Family Assistance Ministries (FAM)            Families Forward            HomeAid OC            StandUp for Kids            WTLC, Inc.            Serving People in Need (SPIN)            Human Options            Pathways of Hope            Family Promise OC            Homeless Intervention Services OC (HIS OC)            Illumination Foundation            City Net            Family Solutions Collaborative            Mercy House            City of HB            Salvation Army</p> <p><b>No:</b>            None</p> <p><b>Did not vote:</b>            American Family Housing            Colette's Children's Home            Habitat for Humanity            Interval House            Laura's House            Tustin Emergency Shelter</p> <p>Approval received after the due date. While this wasn't reflected in the final vote, and the Charter passed with the votes above, we still wanted to reflect the support from the following agencies:</p> <p>Project Hope Alliance            Interval House            Laura's House</p>

