

**BYLAWS OF THE  
NEW YORK CITY COALITION ON THE CONTINUUM OF CARE – Approved  
8.21.15**

**ARTICLE I            ORGANIZATION**

The name of the organization shall be the New York City Coalition on the Continuum of Care (NYC CCoC).

**ARTICLE II            MISSION**

The mission of the NYC CCoC is to provide a leadership role in the prevention and eradication of homelessness in New York City. It is a broad-based coalition of homeless housing and shelter providers, consumers, advocates, and government representatives, working together to shape citywide planning and decision-making. Specifically, the NYC CCoC is to:

- A. Identify the gaps and needs of homeless households in New York City and participate in the process of prioritizing local and state funding to meet these needs;
- B. Coordinate citywide applications for homeless housing and service funding, including but not limited to New York City's annual application for HUD McKinney-Vento funding;
- C. Track trends and adjust priorities to meet the changing needs of homeless households; and
- D. Advocate together for increased federal funding to meet the needs of homeless and at-risk New Yorkers.

**ARTICLE III            MEMBERSHIP**

Membership in the NYC CCoC shall be open to all persons interested in the purposes of the NYC CCoC. Voting members are limited to the members of the NYC CCoC Steering Committee (the Steering Committee).

**ARTICLE IV            MEETINGS**

- A. The Annual Meeting of the members shall be in September or within 60 days following the submission of the Continuum of Care Homeless Assistance Grant Application. The purpose of this meeting is to elect the Steering Committee for the following NYC CCoC Year.
- B. See articles IX, X, XI, and XII for election procedures for the different categories of membership. If all voting seats are not filled during the regular election, the Governance Committee and Steering Committee Co-Chairs may hold a special election to fill the vacant seats within six months of the regular election. If the vacant seats cannot be filled within six

- months of the regular election, the vacant seat may be filled for the remainder of its term during the following regular election.
- C. The NYC CCoC Year begins at the first Steering Committee meeting following the Steering Committee election.
  - D. There will be a minimum of six (6) Steering Committee meetings each NYC CCoC year.
    - 1. The agenda for Steering Committee meetings shall be distributed no later than five (5) business days prior to the scheduled meeting.
    - 2. Minutes of all meetings shall be distributed no later than two (2) weeks following the recorded meeting.
  - E. Special meetings of the NYC CCoC may be called by the Co-Chairs when it is deemed in the best interest of the NYC CCoC or upon the request of one-third or more of the Steering Committee members. Notices of such meetings shall be sent out to all participating members via the NYC CCoC e-mail contact list.
  - F. Voting Procedure:
    - 1. At any meeting of the Steering Committee, each voting member present, in person or by their designated alternate or proxy, shall be entitled to one vote.
    - 2. Upon demand of any voting member, any vote shall be by ballot.
    - 3. Quorum: more than 50% of the voting members must be present for a motion to be brought to vote. If there is no quorum present, the motion is tabled until such time as a quorum is present.
    - 4. In order to be eligible to vote, a Steering Committee Representative must have attended two out of the last three Steering Committee meetings.
    - 5. In order for a Steering Committee Representative to be counted towards the quorum, he/she must be eligible to vote as defined above.
    - 6. A motion passes if greater than 50% of votes cast are in favor of the motion.
    - 7. The NYC CCoC co-chairs may call for votes to be conducted via email, when time-sensitive issues arise requiring a response before the next scheduled Steering Committee Meeting. More than 50% of the Steering Committee must vote in favor in order for a motion to pass by email vote.
  - G. Designated Alternates: Each Steering Committee Representative must have a designated alternate on file with the NYC CCoC Co-Chairs. Both are considered Steering Committee representatives for their specific seat.
  - H. Proxy Voting: In the event that neither the primary Steering Committee Representative nor their Alternate can attend a Steering Committee meeting, they can assign a proxy for the meeting. All proxies shall be in writing and dated by the proxy giver, designating the person by whom the proxy is to be cast. Proxies shall be valid only for the Steering Committee meeting immediately following the date of the proxy.

- I. Rules of Order: Unless otherwise specified by these Bylaws, the NYC CCoC will be governed by Roberts Rules of Order.
- J. Attendance Requirement: 100% attendance is expected. However, in order to be eligible for election or reelection to the Steering Committee, a Representative must be in Good Standing. McKinney-Vento recipients interested in participating on committees must also be in Good Standing.
- K. Good Standing: To be in Good Standing the voting Representative, or their alternate, must have attended at least 75% of the previous year's Steering Committee meetings.
- L. Grievances: As per Article VIII, grievances will be discussed by a standing Grievance Committee. The Committee will make recommendations to the Co-Chairs, who will render final and binding decisions. Committee Members and Co-Chairs must recuse themselves from the process if a grievance involves either an agency or issue that they are directly involved in.

## **ARTICLE V            STEERING COMMITTEE STRUCTURE**

The business of the NYC CCoC shall be managed by the three (3) Co-Chairs and a 27-member Steering Committee. The twenty-seven members are as follows:

- A. Eight Government Representatives
- B. Eight Consumer Representatives
- C. Eight Coalition Representatives
- D. Three At-Large Representatives
- E. The collaborative applicant will have a permanent seat as a voting member. If the collaborative applicant is a government agency or a coalition, as defined by the NYC CCoC Steering Committee bylaws, one of the government agency or coalition seats will be reserved for the collaborative applicant. If the collaborative applicant is not a government agency or a coalition as defined by these bylaws, one of the at-large seats will be reserved for the collaborative applicant.

## **ARTICLE VI            STEERING COMMITTEE RESPONSIBILITIES**

- A. The Steering Committee as a whole is responsible for meeting the NYC CCoC objectives in Article II: Purpose section of these Bylaws.
- B. Each Steering Committee Representative or their Designated Alternate is expected to:
  1. Attend at least 75% of the Steering Committee meetings.
  2. Serve on at least one committee (see Article VIII).
  3. If applicable, communicate important NYC CCoC activities and decisions to their agencies and/or membership.
  4. Participate in efforts that achieve the objectives in Article II: Purpose section of these Bylaws.

- C. As indicated in Articles IX, X, XI, and XII, all members will be elected for 2 year terms. The terms will be staggered, allowing for half of the Steering Committee voting members to be re-elected each year. All Steering Committee members will be assessed annually for their compliance with the responsibilities enumerated in Article VI, Section B. Any member found to be out of compliance with the responsibilities enumerated in Article VI, Section B, may be removed from the Steering Committee. An election to fill a vacant seat, for the remainder of its term, may occur during the annual election, or as needed.
- D. Conflict of Interest - No NYC CCoC Steering Committee member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents. If a matter arises which places a member in a conflict of interest situation or a potential conflict of interest situation, that member will notify the NYC CCoC Steering Committee Chair and abstain from voting. The Member may still participate in the discussion if they fully disclose the nature of their conflict of interest and the majority of the Members present vote to allow their participation. Any Member with a conflict of interest may still answer questions posed by another Member or Participant during the discussion.

Steering Committee members and their alternates must sign a Statement of Disclosure, at time of election/re-election, affirming that they have reviewed the conflict of interest policy and disclosing any interest in any program or agency under the purview of the Continuum of Care.

## **ARTICLE VII CO-CHAIRS OF THE STEERING COMMITTEE**

- A. Three Co-Chairs will be elected to preside over the Steering Committee, on which one of the three must be a government representative and no organization may have more than one Co-Chair position.
- B. One Co-Chair seat will be reserved for the collaborative applicant.
- C. To be eligible for Co-Chair, a candidate must have attended at least 75% of the past year's Steering Committee meetings.
- D. Steering Committee Representatives, consumers and McKinney-Vento recipients are all eligible for Co-Chair if they meet the aforementioned attendance requirement.
- E. Steering Committee Representatives will elect the three Co-Chairs.
- F. The Co-Chairs will be elected at the first meeting of the NYC CCoC year by the newly elected Steering Committee.
- G. Once elected Co-Chairs, these individuals may not be voting Representatives.
- H. The two remaining seats, not reserved for the collaborative applicant, will serve 2-year, staggered terms. There is no limit on the number of terms a Co-Chair can serve.
- I. Responsibilities:

1. Set agenda of Steering Committee meetings.
  2. Call for and preside over Regular and Special Meetings.
  3. Ensure that the Steering Committee is working collectively and individually to meet the purposes of the NYC CCoC.
  4. Ensure that each Representative meets the eligibility requirements for election and re-election to the Steering Committee.
  5. Form and maintain diverse and balanced committees.
  6. Call the Grievance Committee into session when official grievances are filed and render final and binding decisions on such grievances.
- J. If a Co-Chair leaves in the middle of his or her term, the remaining Co-Chairs, in concert with the Governance Committee, have the discretion to call a special election to fill the vacancy for the remainder of that term.

## **ARTICLE VIII COMMITTEES**

- A. The Consumer Committee is a permanent standing committee of the NYC CCoC Steering Committee (see attached bylaws).
1. The Consumer Committee will have two co-chairs, selected by a vote of the Consumer Committee. One co-chair must be a voting member.
  2. The Consumer Committee shall, each year, determine with the Steering Committee co-chairs, a defined project of issue and strategic importance to the Steering Committee.
  3. The purpose of the Consumer Committee will be to communicate the decisions and policy priorities of the NYC CCoC to consumers of homeless services in New York City, and to serve as a conduit to the Steering Committee for the concerns of consumers of NYC CCoC services, and any noticeable service gaps noted by consumers of homeless services in New York City. These responsibilities might be fulfilled in the context of calls for comments to the Steering Committee, or in response to specific action items such as the annual evaluation tool, the PQI cycle, or other similar initiatives.
- B. In addition to the Consumer Committee, the Steering Committee will have six (6) standing committees. The following governing principles will apply to these standing committees:
1. All committees will have two co-chairs. At least one of the co-chairs must be a voting member of the NYC CCoC.
  2. All committee must include one consumer, one coalition member, one at-large member, one government member, and one provider. These members are not required to be voting members of the Steering Committee.
  3. The co-chairs, and the above individuals will constitute the Committee Leadership, which will be the decision making body of the committee. In collaboration with the Steering Committee Co-Chairs, additional members may be appointed to the Committee

Leadership based on the need for increased representation or required expertise related to the work of the Committee.

4. In instances where clear consensus cannot be reached, standing committees may consider the approval of greater than 50% of Committee Leadership to constitute approval of a proposal or recommendation for the consideration of the Steering Committee. Such votes may be conducted in person, by email, on the phone, or by other effective means. Members of Committee Leadership may appoint a proxy in the event that the member cannot attend a meeting. It is the responsibility of the individual giving the proxy to communicate imminent decisions and provide instructions on how votes should be cast.
5. All committees must identify a secretary. The secretary is charged with posting information on the topics discussed at standing committee meetings to the NYC CCoC website, no later than ten business days after the scheduled meeting.
6. All committees must post the contact information of the Committee Leadership on the NYC CCoC website.

C. The committees are as follows:

1. Governance Committee: The purpose of the Governance Committee is to:
  - a. Solicit nominees for At-Large, Coalition, Government and Co-Chair Positions.
  - b. Determine eligibility of new and existing At-Large, Coalition, and Government and Co-Chair nominees.
  - c. Coordinate election processes with the Co-Chairs and, if applicable, NYC CCoC consultants.
  - d. On a quarterly basis, solicit new candidates and fill vacancies for any open at-large, government and coalition positions.
  - e. Conduct analysis and provide recommendations on issues related to the general governance of the NYC CCoC.
2. Policy and Advocacy Committee: The purpose of the Policy and Advocacy Committee is to:
  - a. Identify viable strategies to raise funds to augment McKinney-Vento funding.
  - b. Identify and actively engage in strategies to advocate for policies and legislation that impact NYC CCoC providers, including but not limited to activities to increase McKinney-Vento funding.
  - c. Communicate to the Co-Chairs any pertinent updates at least ten (10) days prior to the next Steering Committee Meeting.
  - d. On an at least quarterly basis, report to the Steering Committee.

3. Grievance Committee: The purpose of the Grievance Committee is to:
  - a. Arbitrate issues of concern amongst the NYC CCoC.
  - b. Ensure that there is a fair and accessible process for filing a grievance with the NYC CCoC.
  - c. Meet as needed; i.e., when a written grievance has been filed with the Steering Committee.
  - d. Make a recommendation about the grievance to the Co-Chairs (as per Article VII, the Co-Chairs will render a decision to the Steering Committee in response to the grievance. The decision of the Co-Chairs is considered binding and final).
4. Evaluation Committee: The purpose of the Evaluation Committee is to review the Evaluation process and to address the areas where the NYC CCoC can meet and exceed HUD standards. The Committee will:
  - a. Maintain and, with approval, update the evaluation tool.
  - b. Ensure trainings and site visits as needed.
5. Data Management Committee: The purpose of the Data Management Committee is to provide compliance oversight to the Homeless Management Information System (HMIS) standards as set by HUD and the NYC CCoC. The Committee will:
  - a. Identify data collected through this process and report to the NYC CCoC with recommendations
  - b. Look for new ways to make the HMIS process more user-friendly, while increasing participation
  - c. Meet as needed to strategize on new ways to streamline the data collection process
6. Performance and Quality Improvement Committee: The Performance and Quality Improvement (PQI) Committee is responsible for overseeing the annual performance and quality improvement process.
  - a. This may include working with projects identified via the annual NYC CCoC Evaluation process to provide technical assistance toward better outcome measurement and performance improvement. These projects may include:
    - i. Projects falling below a minimum overall annual evaluation score or failing to meet one or more specific performance minimums established by the Evaluation Committee.
    - ii. Projects failing to achieve one or more PQI plan goals, as identified during annual evaluation.

- iii. Projects with performance/quality issues identified at other times during the year by Steering Committee Data Management Committee, Consumer Committee, Collaborative applicant staff, or NYC CCoC Co-Chairs.
  - f. The PQI Committee will be comprised of a select range Steering Committee Members in good standing, including consumers, government funders, at-large members, and coalition representatives, representing the interests of the Steering Committee and NYC CCoC.
  - g. The PQI Committee will have two co-chairs. Neither co-chair can be a NYC CCoC funded project sponsor.
  - h. The PQI committee will meet at least quarterly.
  - i. Any committee member either employed by or directly associated with a project identified for PQI assistance will recuse themselves from specific committee work with the project in question.
- D. A vote of the Steering Committee is required in order to add a standing or ad-hoc committee (see Article IV for voting procedures).
- E. When a committee is established, either ad-hoc or standing, the Steering Committee must elect at the time of creation a Chair and Vice-Chair for that Committee.
- F. All voting members of the NYC CCoC Steering Committee are required to participate in at least one committee each year. Failure to do so may disqualify the member and his or her coalition from voting membership in the next Steering Committee year.

## **ARTICLE IX            COALITION REPRESENTATIVES**

- A. A coalition is a group of at least five organizations that has come together with a priority to advocate for services and/or needs of homeless individuals and families. It must meet the following criteria:
  - 1. A mechanism for new members to join;
  - 2. Independent organization with its own system of governance, i.e., elected officers, board of directors/steering committee, bylaws;
  - 3. Conduct meetings at least four times a year;
  - 4. Has a purpose beyond being a voting member of the NYC CCoC;
  - 5. Must directly or indirectly represent a homeless subpopulation, program type or specific unmet need;
  - 6. The Coalition's mission statement and minutes of its last three meetings must reflect that the group is actively engaged in planning

and advocacy on behalf of the identified group/need to be represented; and

7. Subcommittees of a coalition cannot be a separate coalition.
- B. There are eight coalition representatives to the Steering Committee of the NYC CCoC. The purpose of coalition membership is to bring the perspective of those who deliver housing and/or services to homeless New Yorkers and to communicate NYC CCoC issues to their constituent providers and consumers.
- C. The following six (6) categories of representation are permanent categories under which a coalition, meeting the above definition, can be represented at the NYC CCoC.
1. Shelter/Transitional Housing
  2. Permanent Supportive Housing
  3. Mental Health
  4. HIV/AIDS
  5. Domestic Violence
  6. Youth
- D. The two (2) remaining categories of representation are rotating slots. Examples of these categories include, but are not limited to Substance Abuse, Families, Veterans, Ex Offender, Undocumented, Drop-In/Outreach, Employment, etc.
- E. The term of election is for two years. Terms will be staggered. There is no limit on the number of terms a coalition can serve.
- F. Process of Elections: The Governance Committee will solicit applications for coalition members, no later than one month prior to the annual meeting. After reviewing the applications and ensuring that nominees meet eligibility criteria, the existing Steering Committee will vote for eight coalition representatives.
- G. Coalitions must designate one named voting member and one alternate voting member upon election to the Steering Committee. No more than one of the designees shall be employed by a currently funded NYC CCoC provider or a provider with an open application for NYC CCoC funding.

## **ARTICLE X                    GOVERNMENT REPRESENTATIVES**

- A. A government representative must be employed by an agency that meets the following criteria:
1. Provides funding for services and/or housing to meet the needs of homeless individuals and families in New York City.
  2. Is a New York City, New York State or, with the exception of the US Department of Housing and Urban Development, a Federal agency.
  3. Any agency can hold only one seat on the Steering Committee.
- B. There are eight (8) government representatives on the NYC CCoC Steering Committee. The purpose of the government representatives is to bring the perspective of government agencies who deliver housing and services to the table of the NYC CCoC, to improve interagency coordination and to provide

information about the NYC CCoC to other government agencies not represented at the NYC CCoC.

- C. One (1) permanent seat is dedicated to the lead organization designated by the NYC CCoC to manage the McKinney-Vento application process. The Governance Committee will solicit applications for government members, no later than one month prior to the annual meeting. After reviewing the applications and ensuring that nominees meet eligibility criteria, the existing Steering Committee will vote for seven government representatives. This vote will occur at the annual meeting.
- D. The term of election is for two years. The terms will be staggered. There is no limit on the number of terms a Government Representative can serve.
- E. All eight government representatives will designate one named voting member and one alternate voting member at the beginning of each NYC CCoC year.

## **ARTICLE XI            AT-LARGE REPRESENTATIVES**

- A. The at-large representatives must demonstrate their interest in ending homelessness in NYC and have expertise that will be of value to the NYC CCoC. They are ineligible if s/he is:
  - 1. An employee or board member of an organization that receives any McKinney-Vento Homeless Assistance grant.
  - 2. An employee or board member of an organization with an open application for any McKinney Vento Homeless Assistance grant.
  - 3. An employee or board member of a Coalition that is a voting member of the NYC CCoC Steering Committee.
  - 4. An employee of a Government Agency that is a voting member of the NYC CCoC Steering Committee.
- B. The term of election is for two years. The terms will be staggered. There is no limit on the number of terms an At-Large representative can serve.
- C. Process of Elections: The Governance Committee will solicit applications for at-large members, no later than one month prior to the annual meeting. After reviewing the applications and ensuring that nominees meet eligibility criteria, the existing Steering Committee will vote for three at-large representatives.
- D. At-large representatives will designate one named voting member upon election to the Steering Committee. Where the elected at-large member is a representative of an organization with interest in the activities of the Continuum, they may name one alternate member, also from that organization, to represent them at regular and ad hoc Steering Committee meetings. Individuals applying for at-large membership as individuals cannot name an alternate member.
- E. Government agencies, Coalition, and Consumers as defined by these bylaws, who are elected to at-large seats, will be accountable to all requirements of coalition, government, and consumer voting membership, as indicated elsewhere in these bylaws.

## **ARTICLE XII CONSUMER REPRESENTATIVES**

- A. A. Consumer voting members will indicate that they have current or former personal lived experience with homelessness, and must demonstrate their interest in ending homelessness in NYC.
- B. Organizations, advocacy groups, or advisory boards, whose primary function is to collect the input of homeless individuals in New York City and advocate on their behalf, may apply as Consumer representatives to the NYC CCoC Steering Committee.
  - 1. These organizations must meet the following criteria:
    - a. The structure or function of the organization must include a meeting of homeless or formerly homeless individuals that occurs at least quarterly.
    - b. The organization must have a purpose beyond being a voting member of the NYC CCoC.
    - c. The organization shall not be a current recipient of any McKinney Vento Homeless Assistance grant.
    - d. The organization shall not have an open application for any McKinney Vento Homeless Assistance grant.
    - e. The organization shall not be a current voting member in another category (i.e. coalition, government, at-large).
    - f. The organization shall not be an applicant for Steering Committee voting membership in more than one category (government, coalition, at-large, or consumer).
  - 2. Consumer advocacy organizations, as defined in Article XII, Section E.1, must designate one named voting member in their application. The organization may also designate an alternate voting member. Both of these designees must be currently or formerly homeless individuals.
- C. Currently or formerly homeless individuals may apply to be Consumer Voting members. Individuals applying for Consumer Voting membership cannot name an alternate member.
- D. The term of election will be for two years. The terms will be staggered. There is no limit to the number of terms a Consumer representative can serve.
- E. Process of elections: The Governance Committee will solicit applications for Consumer members, no later than one month prior to the annual meeting. After reviewing the applications and ensuring that nominees meet eligibility criteria, the existing Steering Committee will vote for eight consumer representatives.

## **ARTICLE XIII AMENDING THE NYC CCoC BYLAWS**

The Steering Committee may appoint an ad hoc committee to review the need for changes to the bylaws, and propose the content of such changes for consideration by the Steering Committee. Potential amendments to the NYC CCoC bylaws must be submitted in writing and distributed to those present at an NYC CCoC Steering Committee meeting. The vote to adopt proposed amendments will take place no sooner than at the NYC CCoC Steering Committee meeting following the meeting where the proposed amendment or amendments were submitted and distributed. Members will be notified via the NYC CCoC e-mail distribution list at least three days in advance of any vote to amend the bylaws. Potential amendments to the NYC CCoC Bylaws must be approved by more than 50% of all Steering Committee voting members.